

URBAN\MUNICIPAL
CA4 ON HBL W26
A34
1996

AGENDA
OPERATIONS AND FINANCE
COMMITTEE

SEPT. 10, 1996 ...

URBAN/MUNICIPAL
C44 ON HBL W26
A34
1996

AGENDA
OPERATIONS AND FINANCE COMMITTEE
1996 09 10

Confirmation of the minutes of the regular meeting of 1996 06 11 and special meetings of 1996 04 16, 1996 04 18, 1996 06 06, 1996 06 20 and 1996 06 27.

GENERAL

BUSINESS ARISING FROM THE MINUTES:

1. Report re Resource Management Strategy - To be deferred to October 1996
2. Purchase of Substitute Employee Management System **Pages 1 to 7**

NEW BUSINESS:

1. Recommendations of the Director of Education and Secretary **Page 8**
2. Interim Financial Status Report - July 31, 1996 **Pages 9 to 15**
3. Report re Duties and Engagement of the External Auditors of the Board **Pages 16 to 17**
4. Verbal Report re the Fast Report from the Ontario Public School Boards' Association re "SchoolNet" [referred at the 1996 06 20 Board] **Page 18**
5. Verbal Report re the Resolution from the Essex County Board re the Ontario Software Acquisition Program [referred at the 1996 06 20 Board] **Pages 19 to 20**
6. Correspondence from the Hamilton Principals' Association re Student and Employee Wellness [referred at the 1996 06 20 Board] **Pages 21 to 22**
7. Request for a Liquor Licence - Hill Park Alumni Association - 1996 11 02
8. Report of the Policy Review Committee **Page 23**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Director of Education and Secretary **Page 24**
2. Report re School Trips Requiring Board Approval **Page 25**

1996 09 10

TO: The Chairman and Members of Operations & Finance

FROM: Rick Binns, Superintendent of Human Resources Services

RE: **PURCHASE OF SUBSTITUTE EMPLOYEE MANAGEMENT SYSTEM**

BACKGROUND

In 1993, it was determined that over 300 hours per week was being spent on the arrangement of replacement coverage. Those responsible for the arrangements included secretaries, administrative staff, principals and principals' assistants. Several meetings took place with surrounding Boards to determine their method of arranging replacement coverage including those Boards using automated replacement systems.

The automated replacement system consists of computer hardware and software that works in conjunction with the public telephone system seven days per week, 24 hours per day. The system receives calls from absent employees and automatically calls the most qualified available substitute from within the data base. (Appendix I)

In 1993, the Ministry of Education and Training provided a special one-time restructuring grant. At the 1993 10 12 Operations & Finance Meeting, a motion was passed supporting the purchase of a substitute employee management system using the grant. As a result of this motion, \$50,000. was reserved for the purchase of a substitute employee management system to automate the process of employee absence reporting, substitute selection, substitute notification and substitute assignment. (Appendix II)

In preparation for the purchase of an automated system, a *Request for Information* on Substitute Employee Management Systems was distributed in Spring, 1995. Four submissions were received and it was determined that Telecommunications Support Systems, Inc. was the most able to meet our requirements. Computer Services and Human Resources Services met with representatives of this company and determined the compatibility with our present system. It was determined that this system could receive information by downloading from our EIS system. This would include all supply teachers currently registered along with their qualifications. Discussion with Computer Services took place on building our own substitute employee management system but due to other pressures on the Computer Services Department and consideration of time, the decision was made to purchase a ready-made system.

Telecommunications Support Systems, Inc. is operating successfully in nineteen other Boards of Education throughout Canada. The cost is approximately \$100,000 plus \$1,000 per month maintenance fee with an additional cost of approximately \$7,100 for telephone lines. The purchase price includes all hardware, a license to the software, installation, 7-10 days of

orientation and training. The maintenance fee includes 24 hour 1-800 customer support as well as updating of documentation.

In 1995, in anticipation of the purchase of an automated system, reductions took place in secretarial staff that resulted in the elimination of the position responsible for the early morning arrangement of replacement coverage for substitute teachers, secretaries and educational assistants. To assist principals, this service was temporarily re-instated for three months in 1996. However, at the present time, absent employees from the above groups telephone Principals at home before 7:00 a.m. and the administrators arrange replacement coverage from the approved list. In the past year, absent employees were asked to call Principals as early as 5:30 a.m. to allow time to arrange coverage.

It is anticipated that when this system is fully operational it could allow up to the savings of one additional position, resulting in a possible further savings of approximately \$30,000.

ISSUE

The approved 1996 Budget Allocation includes sufficient funds (\$70,000) which when combined with reserve account funds will meet our purchase needs. Approval of the following recommendation will permit us to purchase this system and no new funds are required.

RECOMMENDATION

The \$50,000 plus interest in the reserve account be applied towards the purchase of the Substitute Employee Management System.

RATIONALE

The purchase of this system will provide a more efficient method for the arrangement of substitute staff. It will ensure replacement coverage is in place whenever required resulting lack of disruption for the students. If the system is purchased in late September, necessary training of staff, installation and preparation of the data base could occur to allow the system to be in operation for January, 1997. Teaching staff would be the first group on the system with continual monitoring to determine when other groups can be added.

Prepared by: Marian Avery, Human Resources Officer

"The STMS will save our district approximately \$225,000 a year and has been a real time saver for us too...It filled over 900 absences today with no problems. It has made a wonderful change in our work environment. Our Sub-Central Office used to be loud and chaotic, now it is quiet and efficient." Robert Minthorn - Supervisor of Instructional Personnel, Hillsborough County Public Schools, Tampa, FL

Absence Reporting Employees may call STMS 24 hours per day to report absences. This highly automated system eliminates the time, expense and errors inherent with manual absence reporting. Employees may report absences up to one year ahead.

This system is incredibly easy to use. Voice instructions guide callers through the entire process. Callers respond by phone keypad and voice. Detailed records are kept of all calls and results. Job numbers assigned to each absence assure a permanent audit trail.

Substitute Selection & Assignment The STMS database contains employees' personnel information including certification expirations, work locations, work calendar and daily schedule, qualifications, preferred substitutes, absence details and more.

To fill an absence with the best qualified, available substitute, STMS refers to substitutes' profile records. These records contain preferred locations, availability, job qualification, status of required certificates, time worked, and a full history of STMS calls and results.

STMS searches a series of preference lists. SmartDial technology helps STMS maximize the number of calls per hour and eliminates redundant and low probability calls. Busy and unanswered phones of preferred substitutes are recalled before calling the general pool.

Employees can avoid redoing the work by leaving detailed voice instructions to prepare their substitutes. Substitutes may call in later at any time to review all jobs and instructions.

When an STMS substitute call ends with a busy number, a no-answer, or a decline, it immediately dials the next best qualified, available substitute. Average fill rate is 99.7%.

Management Reporting Management information from STMS is available, timely, meaningful, and accurate. View informative screens or generate hard copy reports; create summary or detail reports by location, employee, area, time period, budget code and more.

When you face an unemployment compensation case, you'll be prepared. STMS records and reports in detail each call to substitutes as well as the result of each call.

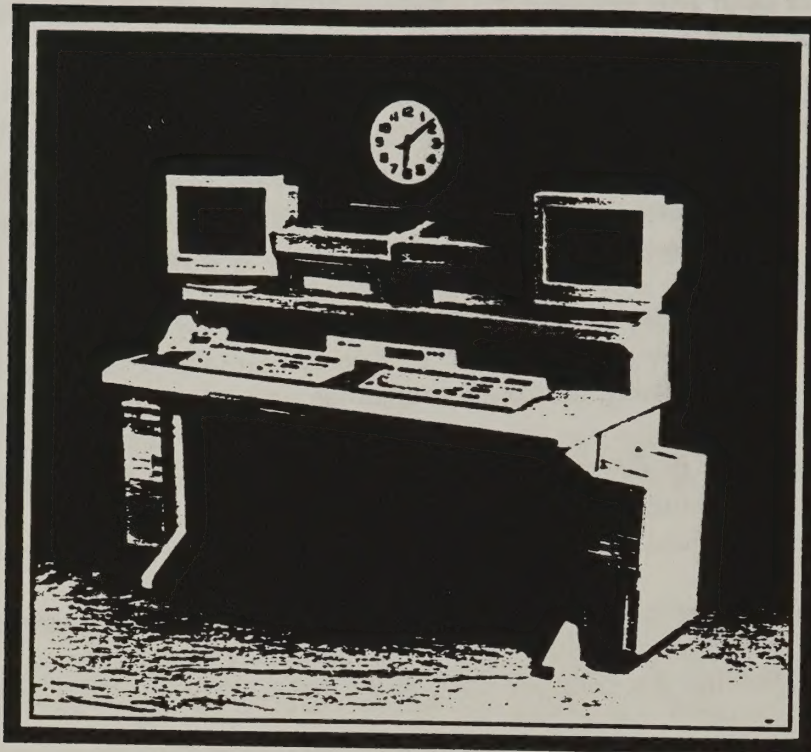
Status reports are available in voice or print form. 24 hours/day, principals and supervisors can check the status of open and filled jobs in their area of responsibility.

Payroll & Networking STMS tracks substitute usage by budget code at any of seven levels (including reason for absence). STMS formats data and creates transactions for your payroll computer system. PRO (Payroll Record Organizer) ProLink option networks STMS to mainframe based payroll packages for realtime or batch data transfer. The ProNet module gives remote locations the ability to view, edit and verify data before payroll submission.

Upload or download changed personnel information between STMS and your mainframe or PC based Human Resources or Payroll system.

Put every school on-line with the networked Automated Information Manager option.

STMS works your way!



Available

Twenty-four hours per day, STMS is available by phone for absence reporting, substitute inquiries, and administrator review of absences and filled jobs. Over a wide area network, each location will have online access to data pertinent to that location.

Logical

A narrator prompts users through the processes of absence reporting, job acceptance, and online status reports. On-screen and printed reports are automated and available at the push of a button.

Fast

STMS receives absence reports and calls substitutes concurrently. Using multiple outgoing lines, STMS fills a number of jobs at the same time. The efficiency of this technologically advanced system provides many times the calls per hour possible with a manual system.

Accurate

All calls are recorded in detail. STMS keeps a complete history of all calls to and from the system and the results. Timely, accurate reports of absence information (including budget codes) can automatically feed your payroll system.

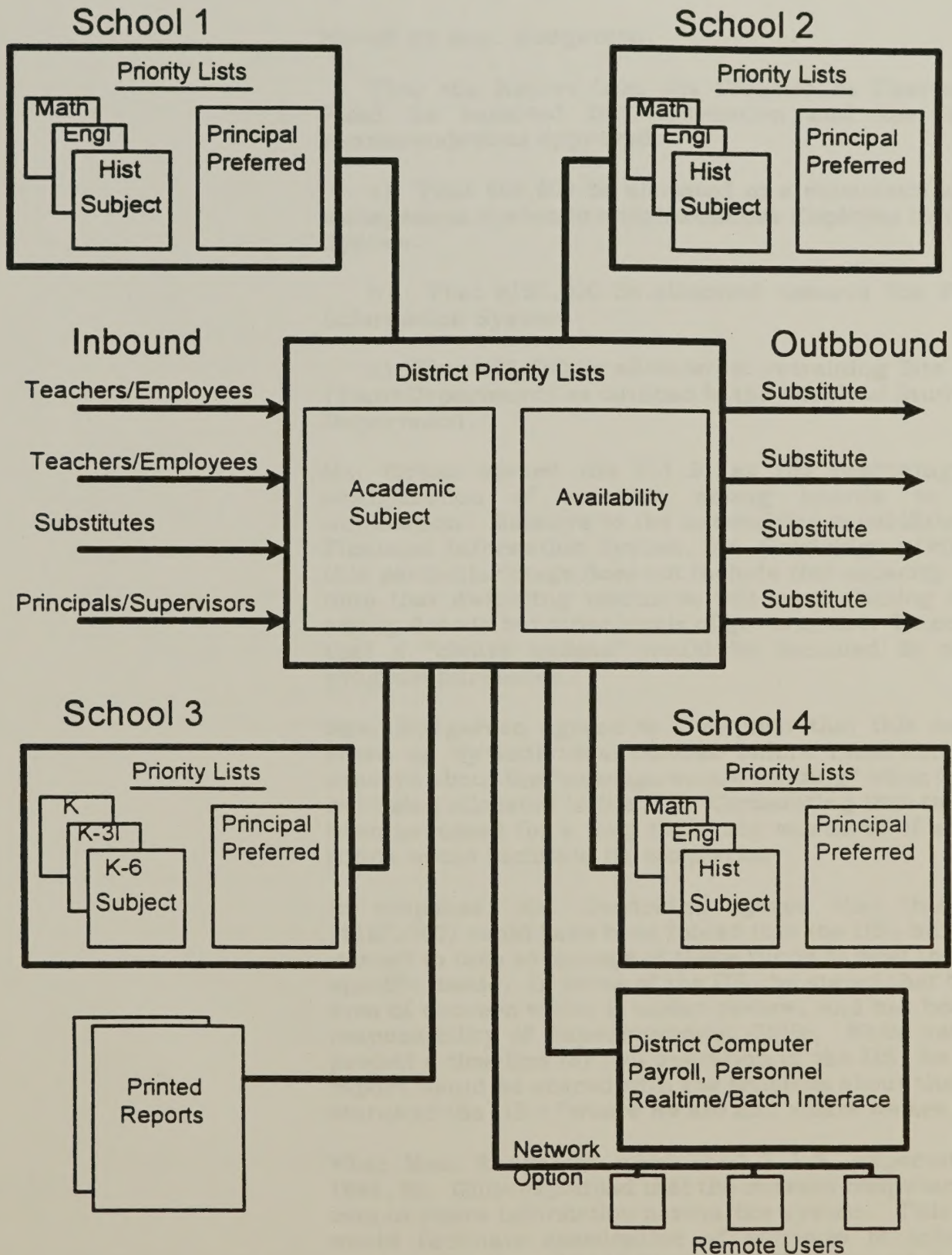
Flexible

STMS adapts to your needs. A number of user selected options, menus, parameters, tables and settings assures you won't have to change your procedures to accommodate a computer system.

Economical

Payback of the system is generated from direct cost savings, greater budgetary control, cost effective payroll feed, reduced unemployment compensation costs and more. Many districts report a full payback within the first academic year.

STMS - the industry standard in substitute management

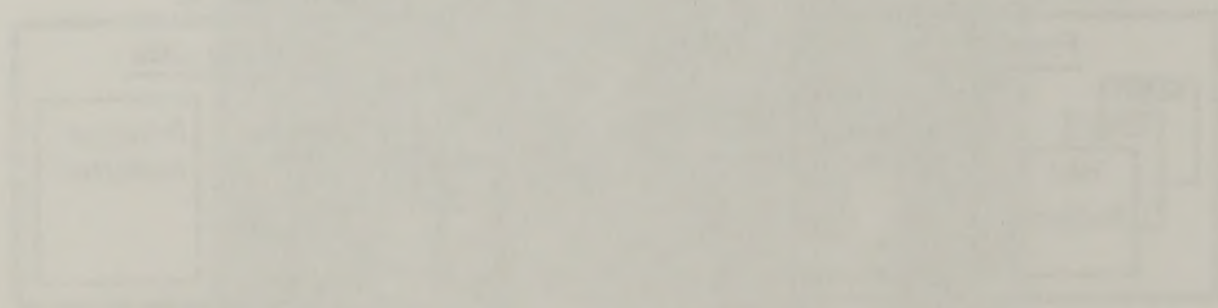


Telecommunications Support Systems, Inc.

13250 Branch View Lane

Dallas, TX 75234

(800) 776-8774 * (214) 888-6600



Mr. Goodridge explained that, upon approval, these amounts would be placed in these individual accounts and spent for the purpose as outlined.

Moved by Mrs. Rodgerson:

That the Report from the Director re Restructuring Fund be received for information and the following recommendations approved:

a) That \$50,000 be allocated to a substitute employee management system to complement our Employee Information System.

b) That \$120,000 be allocated towards the Financial Information System.

c) That \$18,000 be allocated to retraining Site Leaders (Plant Department) as outlined in the Workload Study, Plant Department.

Ms. Orban viewed the F.I.S. as the beginning of the amalgamation of services among boards to reduce duplication. Relative to the networking capabilities of the Financial Information System, Mr. Goodridge advised that this particular stage does not include this capacity. He did note that dwindling resources will mean sharing not only among Boards but other levels of government. He confirmed that a "clause update" would be included in computer program purchases.

Mrs. Rodgerson agreed to a request that this motion be voted on by individual clauses before remarking on her concern about the "message we are sending" when funds are not being allocated to the IIS. Commenting that the IIS has been promised for a long time, she wondered if additional funds would facilitate its completion.

In response, Mr. Goodridge agreed that this amount (\$187,000) could have been folded into the IIS, but officials wanted to take advantage of these funds to meet these three specific needs. In terms of the IIS, he stated that this is an area of concern which is under review, and has become the responsibility of Superintendent Gillie. While not able to project a time line for full operation of the IIS, he stated a report would be shared with the trustees about the present status of the IIS - "where we are and where we are going".

When Mrs. Rodgerson questioned F.I.S. expectations for 1994, Ms. Gillie explained that the current computer systems cannot share information across the system. This funding would facilitate examination of software to achieve FIS needs. She hoped that forms and Supply and Equipment Requisitions (SERs) could be implemented during 1994.

In response to Miss Cunningham's query regarding responsibility for the purchase of computer equipment and budgeting for IIS, Mr. Goodridge responded Ms. Gillie is

the Supervisory Officer responsible for this project. He further elucidated for Miss Cunningham that identifying clear lines of responsibility does not take away from individual input in decision making nor from the role of managers and their responsibility to deliver.

Canon Rogers was supportive of the three directions for spending the restructuring money. Should there be an excess of funds in any one of the three areas, he suspects the extra funds would be placed in an area of deficit.

Stating he wanted these funds applied against our Social Contract debt, Mr. Mulholland sought further information relative to the retraining of Site Leaders. He was not satisfied with Mr. Orlando's response that retraining would enable Site Leaders to become conversant with new products, procedures and practices as recommended by the consultant. In the belief that the qualifications for the job of Site Leader remain unchanged and that these employees are capable, Mr. Mulholland questioned an \$18,000 expenditure for retraining of the Site Leaders and indicated he would vote against clause c).

When Mr. Stewart expressed concern that voting against one of these clauses would result in the loss of these funds, Mr. Goodridge clarified that the Board is in receipt of the money and allocation would be based on Board approval.

Clause a) was put to a vote and was CARRIED.
 Clause b) was put to a vote and was CARRIED.
 Clause c) was put to a vote and was LOST.

Relative to the funds for Clause c), Mrs. Hill suggested that they be placed toward the energy efficiency lighting program in schools.

Moved by Miss Cunningham:

That the balance of money not used (\$18,000 originally allocated for retraining Site Leaders [Plant Department]) be applied to the Financial Information System as well as any surplus funds from the \$50,000 allocation in Clause a).

Mr. Mulholland spoke against this motion, stating that his earlier remarks questioned the amount of \$18,000. He maintained that this money should remain in the Plant Department for retraining.

Moved by Mrs. Bishop:

That the motion be referred to the officials.

CARRIED.

Moved by Ms. Orban:

That the officials investigate the possibility of a Student Attendance System to track student absenteeism at a cost saving to the Board in terms of efficient communication and efficient use of secretarial time, with a report being

Hamilton Board of Education
Education Centre
1996 09 10

To the Chairman and Members,
Operations and Finance Committee
Hamilton Board of Education

Ladies and Gentlemen:

I have the honour to present the following recommendations for your approval:

GENERAL

(a) That the following trip request be approved:

(i) City-Wide Visual Arts Field Study, Grades 11-OAC, New York City, N.Y.,
U.S.A., 1997 05 21-25 (Wednesday to Sunday)

Respectfully submitted

D. W. Goodridge
Director of Education
and Secretary

The Board of Directors of the Company has approved the proposed
amendment to the Charter of the Company, which is attached hereto as
Exhibit A, and has authorized the President of the Company to execute
any and all documents necessary to carry out the purposes of the amendment.

The Board of Directors of the Company has also approved the proposed
amendment to the Bylaws of the Company, which is attached hereto as
Exhibit B, and has authorized the President of the Company to execute
any and all documents necessary to carry out the purposes of the amendment.

Very truly yours,

President

Secretary

Treasurer

Attorney-in-Fact

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

Authorized Signatory

TO: The Chairman and Members of
Operations and Finance Committee
1996-09-10

FROM: Lucy Veerman, Acting Senior Financial Officer

PREPARED BY: Irene Polidori, Manager, Financial Services

RE: Interim Financial Status Report - July 31, 1996

REPORT: Information

BACKGROUND:

The Interim Financial Status Report for the seven month period ended July 31, 1996 is prepared using a modified cash basis. This method of reporting records expenditures and revenues as they are paid or received. Commitments are included in the expenditures.

The presentation of this report follows the Resource Management Strategy adopted by the Board. Accordingly, the presentation is by Superintendency and is in the format of Remuneration, Fixed and Variable Expenses.

ISSUE:

To review the financial status of the Board of Education for the City of Hamilton for the seven month period ended July 31, 1996, using the modified cash basis.

RECOMMENDATION:

That the report be received for information.

ATTACHMENT:

The interim status report for July 31, 1996.

The Board of Education the City of Hamilton
Interim Financial Status Report - Modified Cash Basis
For the Seven Month Period Ended July 31, 1996

EXPENDITURES	Director & Secretary		Program Services		Superintendents of Schools		French Language Section	
	1996	1995	1996	1995	1996	1995	1996	1995
Remuneration								
Salaries & Wages	\$ 407,541	348,593	4,955,075	5,675,662	102,199,339	101,039,673	1,637,401	1,573,311
Employee Benefits	0	0	0	0	0	0	0	0
Actual	407,541	348,593	4,955,075	5,675,662	102,199,339	101,039,673	1,637,401	1,573,311
Budget	651,739	692,916	8,854,962	9,523,072	166,460,917	170,252,109	2,774,217	2,683,921
% Spent	62.5%	50.3%	56.0%	59.6%	61.4%	59.3%	59.0%	58.6%
Fixed								
Energy	0	0	0	0	0	0	0	0
Debt Charges	0	0	0	0	0	0	0	0
Rentals - Computer Equipment	0	0	0	0	0	0	0	0
Fees & Contractuals	0	0	42,738	59,332	0	0	35,697	26,528
Tuition Fees	0	0	0	0	0	0	112,782	71,327
Charge Back of Taxes	0	0	0	0	0	0	0	0
Actual	0	0	42,738	59,332	0	0	148,479	97,855
Budget	0	0	90,000	75,000	0	0	242,109	259,917
% Spent	0.0%	0.0%	47.5%	79.1%	0.0%	0.0%	61.3%	37.6%
Variable								
Consumables								
Travel Expense	14,803	13,398	37,137	38,441	26,590	63,925	1,759	1,580
Personnel Training	11,038	12,193	7,483	18,232	5,791	29,057	2,366	2,264
Bursaries & Student Aid	0	0	55,967	55,041	0	0	850	0
Books, Films & Software	460	961	37,538	50,477	140,845	169,420	2,697	4,553
Supplies & Services	27,916	60,160	219,085	335,387	1,879,022	1,774,901	47,459	60,299
Other Expense	87,224	99,904	95,738	108,561	5,566	5,310	2,260	2,594
Actual	141,441	186,616	452,948	606,139	2,057,814	2,042,613	57,391	71,290
Budget	0	465	18,089	16,828	2,312	2,203	1,859	1,735
% Spent	32,647	9,732	18,794	16,880	0	0	11,813	2,250
Contractuals	32,647	10,197	36,883	33,708	2,312	2,203	13,672	3,985
Rentals - Other	0	0	0	0	0	0	0	0
Fees & Contractuals - Other	0	0	0	0	0	0	0	0
Capital								
Repairs, Bldgs. & Grounds	0	0	0	0	68	294	0	0
New/Repl. Equipment	0	2,113	63,880	23,969	6,513	11,045	772	0
Capital from Current	0	0	0	0	23,674	90,428	0	0
Permanent Improvements	0	0	0	0	5,881	26,417	0	0
Actual	0	2,113	63,880	23,969	36,136	128,184	772	0
Budget	0	0	0	0	0	0	0	0
% Spent	0	0	0	0	0	0	0	0
Other								
Transfer to Reserves	0	0	0	0	0	0	0	0
Actual	174,088	198,926	553,711	663,816	2,096,262	2,173,000	71,835	75,275
Budget	335,923	340,399	976,858	1,386,378	5,503,821	5,331,258	187,233	212,838
% Spent	51.8%	58.4%	56.7%	47.9%	38.1%	40.8%	38.4%	35.4%
TOTAL ACTUAL	\$ 581,629	547,519	5,551,524	6,398,810	104,295,601	103,212,673	1,857,715	1,746,441
TOTAL BUDGET	\$ 987,662	1,033,315	9,921,820	10,984,450	171,964,738	175,583,367	3,203,559	3,156,676
% Spent	58.9%	53.0%	56.0%	58.3%	60.6%	58.8%	58.0%	55.3%

The Board of Education for the City of Hamilton
Interim Financial Status Report - Modified Cash Basis
For the Seven Month Period Ended July 31, 1996

For the Seven Month Period Ended July 31, 1996							
EXPENDITURES	Admin. & Operational Services		Human Resources		Financial Services		Total
	1996	1995	1996	1995	1996	1995	
Remuneration							
Salaries & Wages	\$ 1,662,123	1,616,055	3,657,229	4,282,703	922,397	1,019,136	115,441,105
Employee Benefits	0	0	13,342,893	13,382,668	0	0	13,342,893
Actual	1,662,123	1,616,055	17,000,122	17,665,371	922,397	1,019,136	128,783,998
Budget	2,922,550	2,787,806	31,486,814	30,388,676	1,670,295	1,836,888	214,821,494
% Spent	56.9%	58.0%	54.0%	58.1%	55.2%	55.5%	59.9%
Fixed							
Energy	3,458,898	3,196,353	0	0	0	0	3,458,898
Debt Charges	0	0	0	0	1,804,897	1,840,260	1,804,897
Rentals - Computer Equipment	1,414,160	1,442,608	0	0	0	0	1,414,160
Fees & Contractuals	0	0	0	0	3,077,407	3,763,654	3,155,842
Tuition Fees	0	0	0	0	2,896,393	2,588,571	3,009,175
Charge Back of Taxes	0	0	0	0	2,086,712	2,318,510	2,086,712
Actual	4,873,058	4,638,961	0	0	9,865,409	10,510,995	14,929,684
Budget	8,998,667	8,345,000	0	0	17,006,523	17,570,612	26,337,299
% Spent	54.2%	55.6%	0.0%	0.0%	58.0%	59.8%	56.7%
Variable							
Consumables							
Travel Expense	12,359	11,546	10,963	13,068	1,691	3,149	105,302
Personnel Training	5,352	7,928	13,780	27,591	8,492	4,002	54,302
Bursaries & Student Aid	0	0	0	0	0	0	56,817
Books, Films & Software	18,494	24,131	4,055	6,674	1,777	3,060	205,866
Supplies & Services	1,538,767	1,089,781	169,135	173,719	54,766	81,209	3,936,150
Other Expense	67	2,152	3,034	3,992	528,466	640,655	722,355
Actual	1,575,039	1,135,538	200,967	225,044	595,192	732,075	5,080,792
Contractuals							
Rentals - Other	1,514	12,016	2,854	5,830	0	0	26,628
Fees & Contractuals - Other	34,753	61,783	143,877	74,671	46,487	36,616	288,371
Actual	36,267	73,799	146,731	80,501	46,487	36,616	314,999
Capital							
Repairs, Bldgs. & Grounds	1,654,547	1,478,327	0	0	0	0	1,654,615
New/Repl. Equipment	645,709	9,446	44,199	2,828	0	2,060	761,073
Capital from Current	634,096	429,187	0	0	0	0	657,770
Permanent Improvements	4,462	42,743	0	0	577,299	196,817	587,642
Actual	2,938,814	1,959,703	44,199	2,828	577,299	198,877	3,661,100
Other							
Transfer to Reserves	0	0	0	0	0	0	0
Actual	4,550,120	3,169,040	391,897	308,373	1,218,978	967,568	9,056,891
Budget	7,702,129	6,403,785	751,877	754,911	1,309,817	819,028	16,767,658
% Spent	59.1%	49.5%	52.1%	40.8%	93.1%	118.1%	54.0%
TOTAL ACTUAL	\$ 11,085,301	9,424,056	17,392,019	17,973,744	12,006,784	12,497,699	152,770,573
TOTAL BUDGET	\$ 19,623,346	17,536,591	32,238,691	31,143,587	19,986,635	20,226,528	257,926,451
% Spent	56.5%	53.7%	53.9%	57.7%	60.1%	61.8%	59.2%
							58.5%

The Board of Education for the City of Hamilton
Interim Financial Status Report - Modified Cash Basis
For the Seven Month Period Ended July 31, 1996

REVENUES	1996		1996	1995	1995	1995	%	1995	%
	Actual	Budget		Actual	Budget				
<u>Local Taxation</u>									
Municipal Levy	93,255,673	161,073,682	57.9%	90,950,320	157,070,973	57.9%			
Supplementary Taxes, Telephone and Telegraph Receipts									
Payments in Lieu, Surplus	3,352,008	7,996,209	41.9%	1,358,156	6,551,413	20.7%			
	<u>96,607,681</u>	<u>169,069,891</u>	<u>57.1%</u>	<u>92,308,476</u>	<u>163,622,386</u>	<u>56.4%</u>			
<u>Government of Ontario</u>									
Provincial Grants	45,143,023	73,332,034	61.6%	47,384,154	77,173,513	61.4%			
Other Provincial Grants	651,164	1,821,300	35.8%	923,494	1,654,442	55.8%			
	<u>45,794,187</u>	<u>75,153,334</u>	<u>60.9%</u>	<u>48,307,648</u>	<u>78,827,955</u>	<u>61.3%</u>			
<u>Other</u>									
Tuition Fees	7,481,849	12,061,920	62.0%	8,418,121	13,913,702	60.5%			
Transfers to Reserves	0	0	0.0%	0	1,695,000	0.0%			
Other Revenue	551,101	1,641,306	33.6%	475,707	1,605,471	29.6%			
	<u>8,032,950</u>	<u>13,703,226</u>	<u>58.6%</u>	<u>8,893,828</u>	<u>17,214,173</u>	<u>51.7%</u>			
TOTAL	<u>150,434,818</u>	<u>257,926,451</u>	<u>58.3%</u>	<u>149,509,952</u>	<u>259,664,514</u>	<u>57.6%</u>			

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
INTERIM FINANCIAL STATUS REPORT - MODIFIED CASH BASIS
FUND MANAGEMENT SUMMARY (000'S)
JULY 31, 1996

	<u>1996</u>	<u>1995</u>
SHORT TERM INVESTMENTS AS AT JULY 31:		
Revenue Fund	\$3,000	\$ -
Mill Rate Stabilization Reserve	52	-
Restructuring Reserve Fund	218	-
Integrated Information System Reserve Fund	24	-
Retirement Gratuity Reserve	-	2,038
TOTAL PORTFOLIO	<u>\$3,294</u>	<u>\$2,038</u>

INTEREST EARNINGS:

Revenue Fund	\$11	\$26
Mill Rate Stabilization Reserve	2	46
Restructuring Reserve Fund	6	7
Integrated Information System Reserve Fund	1	9
Capital Reserves and Capital Funds	52	50
Retirement Gratuity Reserve	105	188
TOTAL PORTFOLIO INTEREST EARNED FOR SEVEN MONTHS	<u>\$177</u>	<u>\$326</u>

BORROWING SUMMARY:

Total Internal Borrowings	\$20,924	\$22,251
Total Internal Repayments	19,177	18,588
Total External Borrowings	8,578	17,565
Total External Repayments	8,578	14,565
BALANCE AS AT JULY 31	<u>\$1,747</u>	<u>\$6,663</u>

INTEREST EXPENSE FOR SEVEN MONTHS:

Internal Borrowings	\$151	\$296
External Borrowings	358	324
	<u>\$509</u>	<u>\$620</u>

BANK INTEREST EARNED FOR SEVEN MONTHS:

	<u>\$9</u>	<u>\$1</u>
--	------------	------------

**THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
INTERIM FINANCIAL STATUS REPORT - MODIFIED CASH BASIS
CONTINUITY SCHEDULE FOR RESERVE FUNDS
JULY 31, 1996**

CAPITAL RESERVES (000'S)

	Budget 1996	Actual 1996 07 31	Actual 1995 07 31
Opening Balance	\$1,325	\$1,325	\$883
Revenues			
Interest Earned	65	52	50
Property Rentals	30	-	-
Closing Balance	<u>\$1,420</u>	<u>\$1,377</u>	<u>\$933</u>

RETIREMENT GRATUITY RESERVES (000'S)

	Budget 1996	Actual 1996 07 31	Actual 1995 07 31
Opening Balance	\$4,125	\$4,125	\$4,853
Revenues			
Transfer from Revenue Fund	3,032	-	-
Interest Earned	122	105	188
Expenditures	7,279	4,230	5,041
Gratuities Paid	<u>3,600</u>	<u>4,913</u>	<u>2,239</u>
Closing Balance	<u>\$3,679</u>	<u>(\$683)</u>	<u>\$2,802</u>

**THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
INTERIM FINANCIAL STATUS REPORT - MODIFIED CASH BASIS
CONTINUITY SCHEDULE FOR RESERVE FUNDS
JULY 31, 1996**

MILL RATE STABILIZATION RESERVE (000'S)

	<u>Budget 1996</u>	<u>Actual 1996 07 31</u>	<u>Actual 1995 07 31</u>
Opening Balance	\$51	\$51	\$1,493
Revenues			
Interest Earned	<u>3</u>	<u>2</u>	<u>46</u>
Closing Balance	<u>\$54</u>	<u>\$53</u>	<u>\$1,539</u>

RESTRUCTURING RESERVE (000'S)

	<u>Budget 1996</u>	<u>Actual 1996 07 31</u>	<u>Actual 1995 07 31</u>
Opening Balance	\$212	\$212	\$201
Revenues			
Interest Earned	<u>10</u>	<u>6</u>	<u>7</u>
Closing Balance	<u>\$222</u>	<u>\$218</u>	<u>\$208</u>

INTEGRATED INFORMATION SYSTEM RESERVE (000's)

	<u>Budget 1996</u>	<u>Actual 1996 07 31</u>	<u>Actual 1995 07 31</u>
Opening Balance	\$24	\$24	\$214
Revenues			
Interest Earned	<u>1</u>	<u>1</u>	<u>9</u>
Closing Balance	<u>\$25</u>	<u>\$25</u>	<u>\$223</u>

TO: The Chairman and Members of
Operations and Finance Committee
1996-09-10

FROM: Lucy Veerman, Acting Senior Financial Officer

PREPARED BY: Irene Polidori, Manager, Financial Services

RE: Duties and Engagement of the External Auditors of the Board

REPORT: Information and Decision

BACKGROUND:

Under the Education Act, *"Every board shall appoint an auditor who shall hold office during good behavior and be removable for cause and who, . . . shall be a person licensed under the Public Accountancy Act."* (Education Act, 1995, Part IX, s. 235 (1)).

Under the Act, the auditor must perform duties prescribed by the Ministry of Education and Training as well as other duties as required by the Board as long as they are not in conflict with the duties prescribed by the Ministry, (Education Act, 1995, Part IX, s. 235 (3)).

The Education Act also states the Board must give the external auditors full access to all documentation and that the auditors are entitled to speak with, and obtain information and explanation from, all members and officers of the Board as required by the auditors in order to enable them to carry out their duties, (Education Act, 1995, Part IX, s. 235 (4)).

The responsibility of the external auditors is to express an opinion on the financial statements, based on the results of the audit performed. Audits must be performed following auditing standards in accordance with the Canadian Institute of Chartered Accountants. The work required in an audit include:

- examining, on a test basis, supporting documentation of the amounts and disclosures in the financial statements
- assessing the accounting principles used
- assessing any significant estimates made by management
- evaluating the overall presentation of the financial statements

It is important from the Board's perspective to obtain a "clean" opinion from the auditors as this gives a clear picture to the Ministry as well as to the ratepayers of the Board's financial well-being. A reservation or a qualification in the auditors' report may result in the Ministry withholding general legislative grants from the Board or a financial institution denying the Board credit.

The Board's auditors, MacGillivray Partners Chartered Accountants, were appointed by the Board in December 1995 for the 1996 year. In addition to the duties outlined above, the firm prepares two auditors' reports:

- 1) reporting on, and giving an opinion on, the 160 page Financial Statements and Schedules which comprise the Ministry grant calculations and financial statements, and
- 2) reporting on, and giving an opinion on, the financial statements contained in the Annual Report of the Board.

In addition to the audit work required to prepare an opinion on these reports, the Board's external auditors also review the system of internal controls covering the Board's procedures in receiving and disbursing funds.

The external auditors also perform special assignments as requested by the Senior Officials. Recent assignments include:

- discussion of the change in controls required for the Employee Information System
- fundraising and the Charities Act, as required for the fundraising expected to be undertaken by the Board.

The Board can consider issuing a tender for the services of an external auditor. Due to the time of year, the tendering process, the timing of the audit work and the fiscal year end, the Board can tender for audit services commencing with the 1998 year end. The firm selected from this process would be appointed at the Inaugural Meeting December 1997.

ISSUE:

- 1) To give a brief outline of the duties of an external auditor as required by the Education Act
- 2) To give a brief description of the reporting requirements of the external auditors specific to this Board
- 3) To consider issuing a tender for the services of an external auditor commencing with the 1998 fiscal year.

RECOMMENDATION:

- 1) That this report be received for information
- 2) That the Board issue a tender for the services of an external auditor commencing with the 1998 fiscal year.

FAST REPORTS**weekly information for decision-makers in education**

May 24, 1996

Vol.8 No.1

NOTICESReferred to the Superintendent of Administrative and
Operational Services at 1996 06 20 Board**Boards invited to highlight exemplary programs**

Industry Canada, through SchoolNet, is exploring the possibility of developing a website on community involvement in education through volunteerism. The initiative is being undertaken in co-operation with the Ottawa-Carleton Learning Foundation.

Although information which has been developed by the Ottawa-Carleton Learning Foundation will be placed on the site, it was recognized that many exemplary programs exist across the country and should be included. As a result, representatives from SchoolNet, the Ottawa-Carleton Learning Foundation, the Canadian Home and School and Parent-Teacher Federation and CSBA staff met to explore ways of working together to provide the information to school boards and other interested groups in the education community.

The objectives of the website are to:

- encourage closer links between schools and the community
- provide for sharing of information on best practices
- post resource material
- encourage dialogue among educators on the issue
- provide contact names for each province on the issue.

To assist SchoolNet on the development of its website concerning volunteers in education, member boards are invited to provide information on exemplary programs in their boards (including contact names) which might be suitable for initial inclusion on the website.

For more information: *Ines Cabral*,
Communications Officer, ext. 126

CSBA**OPSBA seeks voting delegates for CSBA Annual General Meeting**

OPSBA is entitled to 24 voting delegates at the 1996 Canadian School Boards Association's annual general meeting, to be held Friday, July 5, in conjunction with the national organization's Congress on Education in Halifax, Nova Scotia.

If you are planning to attend the Congress and are willing to be a voting delegate for Ontario, please call OPSBA. OPSBA will host a breakfast caucus meeting for its delegates on the morning of the annual meeting. Handbooks for the meeting will be sent to voting delegates early in June.

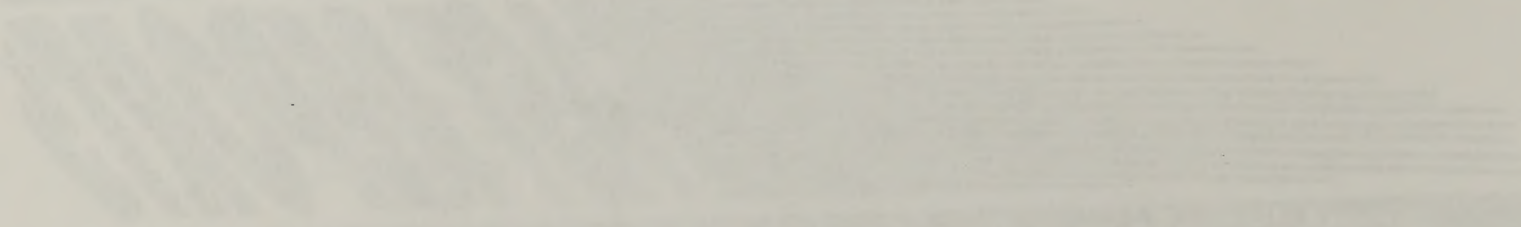
For more information: *Maggie McFadden*,
Executive Assistant, ext. 108

WHAT'S INSIDE ...

Calendar

SECRETARY OF THE BOARD: PLEASE DUPLICATE FOR ALL TRUSTEES, DIRECTOR AND SUPERINTENDENTS.

If you have any comments about *Fast Reports*, contact INES CABRAL, Editor
DONNA GANSFIELD, President • MIKE BENSON, Executive Director • HEATHER ROSEVEARE DION, Director of Communications
OPSBA • 439 University Avenue, 18th floor, Toronto, Ontario, M5G 1Y8 Tel: (416)340-2540 Fax: (416)340-7571



NOTICE
May 24, 1954

THE UNIVERSITY OF CHICAGO PRESS
54 EAST LAKE STREET
CHICAGO, ILLINOIS 60601

THE UNIVERSITY OF CHICAGO PRESS
54 EAST LAKE STREET
CHICAGO, ILLINOIS 60601

THE UNIVERSITY OF CHICAGO PRESS
54 EAST LAKE STREET
CHICAGO, ILLINOIS 60601

Essex County Board of Education
 360 FAIRVIEW AVENUE WEST ESSEX, ONTARIO N8M 1Y4 Telephone (519) 776-6421 Fax (519) 776-4457

May 29, 1996

Referred to the Superintendent of Administrative and
 Operational Services at 1996 06 20 Board

John Snobelen
 Minister of Education
 Ministry of Education and Training
 22nd Floor, Mowat Block
 900 Bay Street
 Toronto, Ontario
 M7A 1L2
 Fax: 416-325-2608

Dear Mr. Snobelen:

RE: THE IMPORTANCE OF GEMS AND OSAPAC

The Essex County Board of Education has passed the following motion:

that the Essex County Board of Education expresses its support of the work done by Ontario Software Acquisition Program Advisory Committee (OSAPAC) and of the importance of continuing specific funding of Grant Eligible Microcomputers (GEMS) indefinitely by forwarding a letter of support to the Minister of Education and Training, the Deputy Minister, other appropriate Ministry personnel, local members of the Provincial Legislature, and other boards of education across Ontario.

Ontario Software Acquisition Program

Every year OSAPAC, which consists of volunteers from across the province, polls all boards of education to acquire a list of software priorities for classroom use. The Committee analyzes these responses and identifies the most frequently requested titles. The Committee, then, evaluates the software packages through a hands-on approach to ensure that the programs support Ontario curricula. This process of identification and evaluation of software for classroom use is extremely important; individual boards of education, with very few exceptions, do not have the human or financial resources to identify and evaluate computer software as extensively. This process significantly improves the quality and variety of computer software available to students across the province.

Based on its evaluation of software, the Committee negotiates with software vendors to obtain province-wide licences for the most frequently requested titles that have satisfied the evaluation criteria. Through these negotiations and the expenditure of provincial funds, the Committee acquires province-wide licences for schools at prices significantly below market prices available to individual schools or boards. Again, this process ensures the availability of quality computer software at minimum cost—a very educationally and fiscally responsible process.

The provincially licensed software is then distributed to all boards of education who, in turn, implement appropriate programs throughout their classrooms. The OESS software catalogue that is published to inform educators of provincially licensed software makes teachers aware of appropriate software to support their classroom learning activities. This catalogue is a valuable resource that has made a significant difference in the integration of computer technology across the curricula in all grade levels.

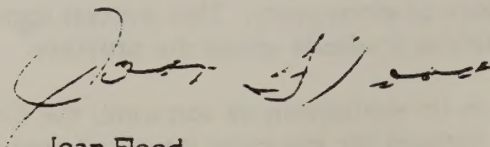
We believe that the mandate of OSAPAC should be expanded, not eliminated. The Committee identifies and evaluates more computer software annually that can be licensed within existing provincial budget allocations. Since the Committee already meets with software vendors to negotiate provincial licences for high priority programs, it could also negotiate price reductions for frequently requested software that cannot be licensed under existing budget restraints. A section could be added to the annual OESS listing so that provincially licensed software is listed in the front section and a list of quality software with negotiated reduced prices could be listed in a separate section. Schools and boards of education would refer to this catalogue to identify quality software and order at the reduced prices. This process would enhance the educational and financial merits of OSAPAC.

GRANT ELIGIBLE MICROCOMPUTER GRANTS

The Essex County Board believes that the GEMS grants must continue separate from the regular operating grants and the capital grant plan. The Ministry of Education and Training has stated that computer technology is an important learning tool across all curricula and grade levels. By maintaining a separate GEMS grant, the Ministry is encouraging boards of education to support the use of computer technology in classrooms. The GEMS committee meets with hardware manufacturers to ensure that Ontario classrooms are equipped with computer hardware that meets minimum standards as established by the committee. This provincial influence on computer hardware manufacturers provides boards of education with improved pricing and equipment; a local board of education could not exert the same influence over a manufacturer or vendor.

In conclusion, the Essex County Board of Education strongly recommends the continuation and extension of separate GEMS grants and of the role of the Ontario Software Acquisition Program Advisory Committee.

Sincerely



Joan Flood
Chair

p.c.: Members of Provincial Parliament
School Boards in Ontario
Ontario Public School Boards Association

HAMILTON PRINCIPALS' ASSOCIATION 1995-96

OFFICE OF THE

Referred to Operations and Finance
Committee at 1996 06 20 Board

1996 05 24

JUN 6 1996

EXECUTIVE

Past President

JANE EVANS

President

BRAD KUHN

1st Vice-President

SUSAN JOYCE

2nd Vice-President

PHIL MORGAN

Corresponding Secretary

LINDY MILLEN

Recording Secretary

DAVID LACOMBE

Treasurer

JIM LINDSAY

COMMITTEES

Constitution

JANE EVANS

H.T.F. Liaison

KENGRIFFIN

Professional Development

GEORGINA PAIN

SEAC

EILEEN COLLINS

CBC

JIM MACKRORY

Social

LINDA O'GRADY

Retreat

ETO CORCIONE/JIM MACKRORY

Compensatory Education

DAVE LACOMBE

Administrative Structures

(HPA Reps)

Finance/Budget

LINDY MILLEN • LINDA O'GRADY

Plant/Accommodation

TED OPHOVEN • EILEEN COLLINS

Personnel

L KUNC • ERIN-BLYTHE REDDIE

Program

DONNA QUIGLEY • CHRISTINE LEBI

TO: The Secretary Of The Board Of Education For The City Of
Hamilton
FROM: The Hamilton Elementary Principals' Association
RE: Student and Employee Wellness

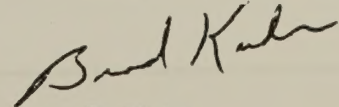
I am writing to the Trustees to ask for your support of the Board's Wellness Committee.

The Hamilton Principals' Association believe that the wellness of our students and staff is now a significant issue in our schools. Wellness not only encompasses the physical health of students and staff, but also includes their emotional health. During the several years our schools have become a major forum for resolving societal problems and as a result have continually come under attack.

Due to on-going fiscal restraints and societal problems, students and staff are under enormous stress. It seems as if a greater percentage of our students are ill-prepared to learn at all grade levels. In addition to this, much needed repairs to school buildings with their antiquated ventilation and electrical systems are not being addressed, resulting in uninviting learning environments that pose possible health hazards. Concerns around Safe Schools issues also add anxiety to both students and staff.

The Board of Education for the City of Hamilton's Wellness Committee has been meeting for the past year and a half attempting to address our board's problems by providing positive strategies to school sites. It is a major disappointment that Trustee representation has been lacking on this committee and that the Hamilton Board of Trustees have refused to receive the Wellness Committee's Interim Report which has now resulted in the termination of activities to address the seriousness of student and staff health.

The Hamilton Principals' Association feels that there has never been a greater need for everyone at the Board to address the ever increasing issue of "Wellness" in our Hamilton schools. Your careful consideration of our request will be greatly appreciated.



B. Kuhn,
President,
Hamilton Principals' Association.

cc President - The Council of Home and Schools Association
Director - Mr. Donald Goodridge ✓
H.W.T.A.O. - President - Joyce Schumacher
O.P.S.T.F. - President - Joyce Whittle
O.S.S.T.F. - President - Doug Robb
H.S.S.P.C. - President - Margaret Bowman
School Advisory Councils

To: The Chairman and Members
Personnel and Organization Committee
Board of Education
Hamilton, Ontario

From: Rick Binns, Superintendent of Human Resources Services

Re Employee Wellness

BACKGROUND

In the last several years, education in Ontario has come under attack and become a focal point for resolving issues that traditionally have been addressed through such support systems as families, churches and the community.

In Hamilton, the impact of this has resulted in a significant increase in the number of stress related illnesses and Long Term Disability claims as reported by the Employee Assistance Counsellors in November 1994.

Factors contributing to employee unwellness include: reduced job security, an unstable economic climate, increased incidents of student violence and behaviour problems, suspensions and expulsions, decreased financial resources and reduced community and agency support. Complicating the situation is the fact that Hamilton has one of the highest adult illiteracy rates and poverty rates in Ontario. The feelings of powerlessness and demoralization that often result are compounded by increasing public criticism and negative media coverage.

ISSUE

1. The physical/mental/emotional health and well-being of our employees as it relates to their ability to perform their duties.
2. The impact an "unhealthy" environment has on the system's ability to meet its objectives.
3. The eroding effect an "unhealthy" environment has on our students' opportunities to grow and learn.

STRATEGIES

1. A system committee assume responsibility for coordinating Professional Development opportunities which focus on "wellness".
2. All system P.D. opportunities have as their focus a "wellness" component.
3. Leadership training programs include a "wellness" component to provide managers with the skills to ensure a healthy environment in the workplace.
4. Partnerships within the community be encouraged to enhance our ability to offer programs for all employees.
5. An evaluation component be included in all "wellness" initiatives.

RECOMMENDATION

The report be approved.

RATIONALE

In order to ensure that our employees reach maximum potential and optimum productivity, it is imperative that we address "wellness" issue. Recognition of the seriousness of the situation will benefit all staff and therefore the student in the classroom. The ultimate goal of this initiative is the enhancement of learning opportunities for all students in our system.

The first of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The second of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The third of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The fourth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The fifth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The sixth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The seventh of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The eighth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The ninth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The tenth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The eleventh of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The twelfth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The thirteenth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The fourteenth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The fifteenth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The sixteenth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The seventeenth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The eighteenth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The nineteenth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

The twentieth of these is the fact that the
present study is a preliminary one and
that the results are preliminary.

REPORT OF THE POLICY REVIEW COMMITTEE

Present: Trustees Bishop (Chairman), Hicks and Patenaude.

Official Present: D. W. Goodridge, Director of Education and Secretary

The Committee recommends:

GENERAL

1. OP-17 Early Identification - Admission Procedure for Kindergarten Students

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to permit the entry of kindergarten pupils into their program for the purpose of Early Identification."

2. OP-19 School Trips - Practices and Guidelines

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to support school trips as an extension of the educational program beyond the immediate school site that directly contributes to the education of students."

3. OP-20 Guidelines for Outside Speakers in Schools

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to support guest speakers whose purpose is to enrich the learning program in accordance with curriculum and Ministry of Education and Training guidelines."

4. OP-21 Reporting Non-Resident Students

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton that non-resident students attending our schools have the appropriate fees paid by the Ministry, Government of Canada, other Boards, non-resident parents/guardians of students or by students."

5. OP-23 Proficiency Awards - Grades 9,10,11 and 12

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to recognize students in Grades 9, 10, 11, 12 and OAC who obtain high standing."

6. OP-24 Granting Credits to Students registered in Community Facility Education Programs

That the following policy statement be approved as written:

"It is the policy of the Board of Education for the City of Hamilton to provide educational programs to students in Community Facilities in accordance with Section 27 of the General Legislation Grants."

COMMITTEE ON THE JOINT HOUSE COMMITTEE ON THE
COMMITTEE ON THE JOINT HOUSE COMMITTEE ON THE
COMMITTEE ON THE JOINT HOUSE COMMITTEE ON THE

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

SECTION

Hamilton Board of Education
Education Centre
1996 09 10

To the Chairman and Members,
Operations and Finance Committee
Hamilton Board of Education

Ladies and Gentlemen:

I have the honour to present the following recommendations for your approval:

E L E M E N T A R Y / S E C O N D A R Y

(a) That the following trip requests by approved:

(i) Sherwood Heights, Grades 4 and 5, Leadership Camp, Camp Wanakita, 1996 09 24-26 (Tuesday to Thursday)

(ii) Delta, Grades 11-OAC, Senior Basketball Team - Tournament, Collingwood, 1996 09 27-29 (Friday to Sunday)

(iii) Hill Park, Grades 10-OAC, Cedarview Conference Centre, Bolton, 1997 02 07-09 (Friday to Sunday)

(iv) Sir John A Macdonald, Grades 9-OAC, Quebec City, 1997 05 15-18 (Thursday to Sunday)

(v) Westmount, Grades 9-OAC, Gannon University, Erie Pennsylvania, USA, 1996 11 15-16 (Friday to Saturday)

Respectfully submitted

D. W. Goodridge
Director of Education
and Secretary

Responsible
Person
Date

To the Director of the
Department of the Interior
Washington, D.C.

Dear Sir:

I am writing to you regarding the proposed

action of the Department.

1. The proposed action is to

2. The proposed action is to

3. The proposed action is to

4. The proposed action is to

5. The proposed action is to

6. The proposed action is to

Very truly yours,

1. The proposed action is to

To: The Chairs and Members of
Operations and Finance Committee
1996 09 10

From: D. W. Goodridge
Director of Education and Secretary

Re: School Trips requiring Board Approval

Ladies and Gentlemen:

In order to facilitate item 2 on the agenda relative to student trips which require Board approval, please be advised that OP-19 Student trips "Practices and Guidelines" states that the following trips are presented to the members for approval.

B. Principal Superintendent of Schools and Board approval are required for:

- (i) all trips over 80 km (50 mi) radius of the City of Hamilton.
- (ii) all trips which involve overnight accommodation.
- (iii) all trips involving water activities, camping programs, and outdoor winter activities beyond the regular school program.
- (iv) all out-of-province and out-of-country trips.

To: The Chairman and Members of the
Committee on Education and the Arts
House of Representatives
Washington, D.C. 20540

From: The Chairman and Members of the
Committee on Education and the Arts
House of Representatives
Washington, D.C. 20540

Dear Mr. Chairman:

I am pleased to inform you that the report on the progress of the study of the
National Endowment for the Arts and the National Endowment for the Humanities
has been completed. The report is being submitted to you for your review and
comment.

The report on the progress of the study of the National Endowment for the Arts and the National Endowment for the Humanities has been completed. The report is being submitted to you for your review and comment.	
1. The report on the progress of the study of the National Endowment for the Arts and the National Endowment for the Humanities has been completed. The report is being submitted to you for your review and comment.	2. The report on the progress of the study of the National Endowment for the Arts and the National Endowment for the Humanities has been completed. The report is being submitted to you for your review and comment.
3. The report on the progress of the study of the National Endowment for the Arts and the National Endowment for the Humanities has been completed. The report is being submitted to you for your review and comment.	4. The report on the progress of the study of the National Endowment for the Arts and the National Endowment for the Humanities has been completed. The report is being submitted to you for your review and comment.

URBAN/MUNICIPAL
CA4 ON HBL W26
A34
1996

AGENDA
OPERATIONS AND FINANCE COMMITTEE
1996 10 08

URBAN MUNICIPAL

Confirmation of the minutes of the regular meeting of 1996 09 10.

OCT 16 1996

GENERAL

GOVERNMENT DOCUMENTS

NEW BUSINESS:

1. Report on Freedom of Information Activities (F.O.I.) **Pages 1 to 3**
2. Annual Report on the Implementation of Major Initiatives **Pages 4 to 6**
3. Transportation Policy - Junior Kindergarten - Requested by Trustee Cunningham
4. Report of the Fundraising Study Committee **Pages 7 to 11**
5. Report of the Chairs' Committee re Resource Management Strategy
(Deferred at O&F 09.96) **Pages 12 to 18**
6. Report of the Special Education Advisory Committee **Page 19**
7. Report of the Transportation Committee - To be deferred

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Director of Education and Secretary **Page 20**
2. Request for a Report re Variances in the Delivery of Lunchtime Supervision
including the Pilot User-Fee Project - Trustee Orban

1996 10 08

TO: The Chairman and Members
Operations and Finance Committee

FROM: Rick Binns, Superintendent of Human Resources Services

RE: FREEDOM OF INFORMATION ACTIVITIES (FOI) 1995/96

Report Classification: Information

Background

The Board has operated under the Municipal Freedom of Information and Privacy Act since January 1991. Under the requirements of the legislation, the Chairman of the Board, as Head, is responsible for:

- .administration of personal privacy sections of the Act
- .responding to formal written requests for access to records
- .submitting an annual statistical report to Privacy Commissioner/Ontario

1995/96 Activites

From November 2, 1995 to October 1, 1996, we have responded to eleven written access requests. One of the decisions was appealed to the Information and Privacy Commission by the requester. This file was closed through mediation because the board was able to provide supporting documentation that proved we comply with the privacy provisions of the Act. In addition to the written requests, we have responded to schools and departments for advice on matters such as media access to student names.

As a result of changes to the Municipal Freedom of Information and Protection of Privacy Act, requesters may be required to pay certain fees. The rules regarding the payment and amount of fees are set out in the Act and its regulations. Typical fee charges are:

Application Fee:	\$5.00 - to be paid when request submitted
Photocopying:	\$0.20/page

Other charges may be applied, depending on whether the information requested is personal or general.

Issue

To update and provide information to Trustees relating to the activities under Freedom of Information (see Appendix 1)

Recommendations

1. That the Board continue to develop retention schedules for all departments which will: identify records in all formats (computer, microfiche/film, paper); identify all locations where records are stored; allow records to be disposed of in accordance with legislated requirements; and; prove board compliance during an appeal to the Information and Privacy Commission.
2. That an annual Freedom of Information report be brought back to Operations and Finance in October of each year.

Rationale

Consistent information management practices improve public accountability by providing accurate and timely information on request. Routine disclosure of generally available records can help reduce the number of requests. Clear access procedures and policies can assist to relieve the burden of formal FOI requests. Fewer formal requests and appeals can mean reduced legal costs required for the preparation of affidavits.

Prepared by: Marian Avery, Human Resources Officer
Vince Meli, Employee Relations Officer

APPENDIX 1

The Board of Education for the City of Hamilton

Freedom of Information Request Activities

Type of Request	Number of Requests Submitted	Board Response	Reason for not granting full disclosure
-----------------	------------------------------	----------------	---

Personal Information

4

2 granted
2 in process

General Information

5

2 not granted (identifiable information)
3 granted

Financial Information

2

1 granted
1 in process

Appeals to Privacy Commission

1

1 mediated/closed

NOTES:

Personal Information Requests were of the following nature:

- * personnel and/or payroll
- * interview notes

General requests were of the following nature:

- * PCB Test results
- * Student Photos

Appeals were related to:

- * existence of additional records

The Board of Directors of the Corporation

Resolved, That the Board of Directors of the Corporation do hereby authorize the President of the Corporation to execute and deliver to the Secretary of the State of New York a Certificate of Incorporation for the Corporation, in and to the effect following, to-wit:

That the Corporation be and the same be known as the	State of New York
That the Corporation be and the same be known as the	State of New York
That the Corporation be and the same be known as the	State of New York

That the Corporation be and the same be known as the

That the Corporation be and the same be known as the

That the Corporation be and the same be known as the

That the Corporation be and the same be known as the

That the Corporation be and the same be known as the

That the Corporation be and the same be known as the

That the Corporation be and the same be known as the

**TO THE CHAIRMAN AND MEMBERS
OPERATIONS AND FINANCE COMMITTEE
Hamilton Board of Education
1996 10 08**

FROM: Senior Management

RE: ANNUAL REPORT OF MAJOR INITIATIVES

BACKGROUND

In 1995, Senior Management reviewed and presented to the Trustees, a report outlining the six areas of focus for 1995, 1996 and 1997. The 1997 Resource Management Strategy-System Priorities for 1997 (attached) updates the Board on the work that staff will be focusing on during this school year (1996/97).

The attached appendix is organized in line with the six Major Initiatives endorsed by the Trustees at the September, 1995 Board meeting.

ISSUE

To provide an update on the Major Initiatives endorsed by the Trustees.

RECOMMENDATION

That the report be received for information.

RATIONALE

That a report on the Major Initiatives be presented on an annual basis.

mb

TO THE SECRETARY OF THE ARMY
WASHINGTON, D.C. 20315
FROM: [illegible]
SUBJECT: [illegible]

1. [illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

1997 Resource Management Strategy System Priorities for 1997

Priorities = System Initiatives + School Services + Corporate Responsibilities

ITEMS	COMMENTS
<u>ACCOUNTABILITY</u> • Common Curriculum - Evaluation/Assessment/Reporting • Performance Appraisal System • Principal/Vice Principal Selection Process • Personnel Development • Attendance Management System	- Implementation of system outcomes based report cards; budget for revisions, printing and in-service. - Full implementation and in-service of Board's Performance Appraisal System - Implementation of recommendations from review of promotion process - Review impact of 1996 Budget decisions and prepare recommendations for 1997 Budget - Continue with Year two of implementation
<u>COMMON CURRICULUM</u> • Common Curriculum - Outcomes	- Completion of field testing; revision and printing of curriculum documents for all courses, grade 1 to 9.
<u>PARENT/COMMUNITY INVOLVEMENT</u> • School Councils	- In-service of School Council Chairs and Principals re: operations and system
<u>RESOURCE MANAGEMENT</u> • Learning Centre • Adult & Continuing Education • Consolidation • Revenue Generation • School Supplies • Textbooks	- Maintain current Special Ed staff complement to ensure effective implementation - Increased flexibility into the Adult & Continuing Education budget in order to make programs cost effective. - Determine savings within program needs; establishing timelines. - Development of policy. Implementation of strategies based on policy - Review impact of 1996 Budget decisions and prepare recommendations for 1997 Budget - Review impact of 1996 Budget decisions and prepare recommendations for 1997 Budget

1997 Resource Management Strategy System Priorities for 1997

Priorities = System Initiatives + School Services + Corporate Responsibilities

ITEMS	COMMENTS
<u>RESOURCE MANAGEMENT</u> -cont'd	
• Capital • Transportation • Assessment • Rentals	- Year two of facilities renewal program; Glendale phase three; sustain current level of support - Continue with Tri-Board consortium - one bus, one road - Implement strategies to pursue/expand assessment base - Development of on-line facilities booking and invoicing system that permits centralization of functions
<u>TECHNOLOGICAL STUDIES</u>	
• Classroom Computers • S E M S • Administrative Computer Systems	- Year three of three year implementation plan - Implement employee absence reporting system in order to automate functions - Continue with the implementation/training of automated information systems
<u>MINISTRY MANDATED</u>	
• Secondary School Reform • Safe Schools	- salary negotiations - department head structures - change in teacher complement in the move from 5 to 4 years in secondary education - changes in program delivery which may prompt new curriculum materials - Development of communication protocol with the Crown Attorney for violent offenders - On-going inservice; acquisition of materials

REPORT OF THE FUND RAISING STUDY COMMITTEE

Members: Trustees Darby (Chairman), Hicks and Stewart; D. Roppel, Hamilton Secondary School Principals' Council; J. Evans, Hamilton Principals' Association; S. Levy, Hamilton Council of Home and School Associations; J. O'Connor, Chamber of Commerce; G. Cruise, Royal Bank; G. Brock-Woodland, Public Relations Officer; and Paul Shewfelt (Lucy Veerman as Sept. 1996), Superintendent of Finance.

Mandate: To review fund raising proposals and to make recommendations to the Operations and Finance Committee.

The Committee recommends:

1. That the Fund Raising Study Report from Ketchum Canada Inc. be received for information and the following recommendations approved:

- a) That the Chairman appoint five trustees to form a Fund Raising / Corporate Partnership Policy Committee with a mandate to develop a system-wide policy and related procedures (using, as appropriate, partnership and development policies provided in the Ketchum Fund Raising Study Report) and that the Committee report back to Operations and Finance Committee, by February 1997. The purpose of this policy would be to provide direction at both the school and system level on fund raising initiatives and corporate partnerships/sponsorships;
- b) That the Board of Education for the City of Hamilton Foundation be asked to consider a plan for developing partnerships with a few key community businesses and organizations to support student programs and services in priority areas;
- c) That Senior Management prepare, for trustee consideration, a list of priority projects that would form the basis of new corporate partnership initiatives (as above) by the Board of Education for the City of Hamilton Foundation;
- d) That major corporate partnership, corporate sponsorship or fund raising initiatives be referred to the Director of Education for review and, as appropriate, for consideration of trustees, until such time as the system and school fund raising/corporate partnership policy is finalized;
- e) That schools should be informed that a policy is in development and that they should not commit to any major, long-term fund raising strategies or corporate partnership/sponsorship initiatives until such time as that policy is developed and/or without the consent of the Director and the Board.
- f) That the Acting Senior Financial Officer provide a report to the Operations and Finance Committee, in December, on the role and impact of grants officers in other school boards as well as staffing strategies associated with these roles.

BACKGROUND:

In September 1995, the Board approved recommendations from the Operations and Finance Committee to initiate a request for proposal for a Fund Raising Study. The purpose of the Study was to help the Board to develop a fund raising strategy (including an implementation plan and policies) that was suited to the needs, expectations, and economic realities of Hamilton. While the Board continued to focus on a reduction to expenditures and on achieving cost-savings through partnerships, consortiums and increased efficiency, there was a strong interest in pursuing new and alternative revenue generation strategies, including a corporate development campaign and corporate sponsorships.

Specifically, the Board approved the Fund Raising Feasibility Study to obtain critical information on factors, such as: fund raising potential, volunteer support, opportunities for alliances with other organizations and businesses, and organization and administration of the corporate development campaign and fund raising function, including a corporate development strategy, corporate development policy and staffing associated with this function (such as possible linkages with a Grants portfolio). The Board wished to develop a corporate development plan as well as corporate sponsorship and fund raising policies that would support long-term revenue generation strategies, (at the school and system levels) while ensuring that the Board continued to serve the best interests of all students in the system and to meet the highest level of community expectations for the public education system.

The Board was also concerned that without information obtained through the Fund Raising Study, and given a tough economy, the Board could pursue fund raising initiatives which were unsuccessful, costly, and produce negative response from the community.

In December, the Fund Raising Study Committee (appointed by the Board in September 1995) recommended that the Fund Raising Feasibility Study be awarded to Community Charitable Counselling Service of Canada (CCS), to be completed in a six-week period beginning in January 1996. On February 1st, the Board was notified that CCS would be unable to enter into the contractual agreement with the Board for the Fund Raising Study, due to organizational changes within the firm. As a result, the Board initiated discussions with Ketchum Canada Inc. to determine its willingness to conduct the Fund Raising Study, fulfilling previously approved requirements and parameters. As a result, the Board received information in February that the Fund Raising Study contract would be awarded to Ketchum Canada.

From February to April 1996, Ketchum Canada undertook the Fund Raising Planning Study on behalf of the Board of Education for the City of Hamilton with the following objectives:

1. to determine the fund raising potential for a \$10 million fund raising campaign to support programs and services for students (especially key initiatives, such as technology upgrades, special school projects and system-wide programs, student enrichment, school building repairs and upgrades, program enhancement and scholarships and bursaries.)
2. to obtain and analyze appropriate data for the development of a corporate partnership strategy as well as an overall fund raising program;
3. to analyze the human resources requirements, organizational structure and policies that this fund raising program would entail.

The Study was based on a series of one-to-one interviews with a highly-targeted nucleus of individuals from the Board's various constituencies whose support would be critical to the success of the proposed campaign. Forty interviews were conducted with individuals, including leaders of local businesses, corporations and community groups and organizations. In addition, four focus groups were conducted with parents, federation and union representatives, principals and teachers.

Ketchum's Report, which was presented to the Fund Raising Study Committee in May 1996, was based on the results of these interviews, the experience of fund raising counsel in assignments for other education organizations seeking philanthropic support, and assessment of the operations and the corporate partnership history of the Hamilton Board of Education.

Ketchum's key recommendation was that: "the findings of the Study do not warrant a recommendation to proceed with a traditional fund raising campaign at this time."

Ketchum's full 43-page Fund Raising Study Report includes 53 specific recommendations, an Executive Summary (Appendix A), method of study, findings and observations (such as attainability of the fund raising goal, giving intentions of study participants, availability of leadership and volunteers,) sample corporate partnership and development policies and current trends in philanthropic support of public primary and secondary education.

As a result of Budget deliberations, recommendations of the Fund Raising Committee were not presented at the June Operations and Finance Committee. The Fund Raising Committee had the opportunity for further consideration of the Report at a September meeting and prepared recommendations to the Operations and Finance Committee, as required by Committee mandate.

ISSUE:

To determine the position of trustees on future direction with fund raising (corporate development) and corporate sponsorships at the school and system levels.

RATIONALE:

By approving these recommendations the Board would be taking action on key recommendations and observations in Ketchum's Fund Raising Study Report.

■ Recommendations a,d and e:

By creating a Board Fund Raising / Corporate Partnership Policy Committee, the Board will take action in providing much needed policies and guidelines for corporate partnerships, corporate sponsorships and related fund raising initiatives. These policies and guidelines will provide clear direction to schools and the system in developing the kind of corporate partnerships and sponsorships that function at the highest level of community expectations for public education, support individual school needs, and ensure equity and fairness across our school system

This Committee can also address Ketchum's recommendations concerning the need for policies and processes for prospect clearance, partner/gift acceptance and recognition of corporate sponsorships, partners and donations. And it can consider Ketchum's recommendation about the need for the co-ordination and communication of corporate partnership activities, thereby eliminating the possibility of having two or more parts of the Board operating at cross purposes. In the meantime, the short-term direction (**recommendations d and e**) that schools refer major fund-raising, corporate sponsorship or corporate partnership strategies and initiatives to the Director for review (and, as appropriate, for consideration of trustees) will address this area of concern.

■ Recommendation b.

Through the Board of Education for the City of Hamilton Foundation, the Board can begin to implement the kind of highly targeted program recommended by Ketchum for the purpose of establishing strategic alliances with several select local major businesses and corporations. This will build a foundation of partnerships from which the Board can develop longer-term revenue generating initiatives, such as sponsorships, major gifts and/or annual gifts. These partnerships will also function as "demonstration projects" for future partnerships with a broader range of companies, businesses and organizations.

■ Recommendation c

Senior Management's creation of a priority project list will provide trustees with the information necessary to define specific projects that would form the basis of new corporate partnership initiatives. These projects will lend themselves most readily to partnerships and strategic alliances with the private sector as well as addressing student needs in areas that may have appeal to specific corporate partners (e.g. technology, literacy, the arts, athletics, enrichment, social and interpersonal skill development, etc.)

■ Recommendation f

The report of the Acting Senior Financial Officer, in December, concerning the role and impact of grants officers in other school boards, may give trustees information for further

consideration in the area of short-term revenue generation that supports school and system programs.

Other

No action is recommended on the secondment of a Corporate Development Officer based on a combination of factors, including a strong lack of local support for a public education corporate campaign, and the Board's concern with respect to hiring permanent staff in view of downsizing across all areas of Board operation as well as projections of continued and substantial provincial funding cuts to education. Based on results of the Fund Raising Study, it is also unlikely that the Corporate Development position could yield the kind of substantial results -- in the short term-- that would justify the creation of a new position in a period of extreme fiscal restraint.

**Appendix A: Executive Summary, Ketchum Canada, Fund Raising Study Report
(previously distributed to trustees)**

REPORT OF THE CHAIRS' COMMITTEE

Present: Trustees Cunningham, Bishop, Darby, Desmarais and Hill.

Officials Present: D. Goodridge, Director of Education and Secretary
S. Thompson, Assistant Superintendent of Schools
L. Veerman, Acting Senior Financial Officer

The Committee recommends:

GENERAL

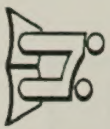
1. That the 1997 Resource Management Strategy - Action Planner Summary (based on Resource Management Strategy adopted by the Board, October, 1994) be approved.. [attached]
2. That the preliminary 1997 Budget Estimates reflect the following:
 - (a) variable expenditures budgeted at a 0% increase or, if possible, a decrease;
 - (b) an explanatory note attached if any increases in fixed expenditures are projected.

Respectfully submitted

Committee Room
1996 10 01

MARGARET CUNNINGHAM
Vice-Chairman

1997 Resource Management Strategy - Action Planner Summary
Based on Resource Management Strategy Adopted by Board October 1994



What needs to be done?

Review Stage:

Review the 1996 Resources Management Strategy
Review the 1997 Resource Management Strategy
1997 Resource Management Strategy - Workshop for Trustees
Communication of the 1997 RMS action plan
Review the 1996 Budget/Priorities/Reduction Initiatives

Stage One:

Establish / confirm System Priorities for 1997

Stage Two:

Presentation of 1997 Priorities to Trustees
Communication of 1997 Priorities
Status of 1996 Budget

Stage Three:

Trustees set mandate for total expenditures

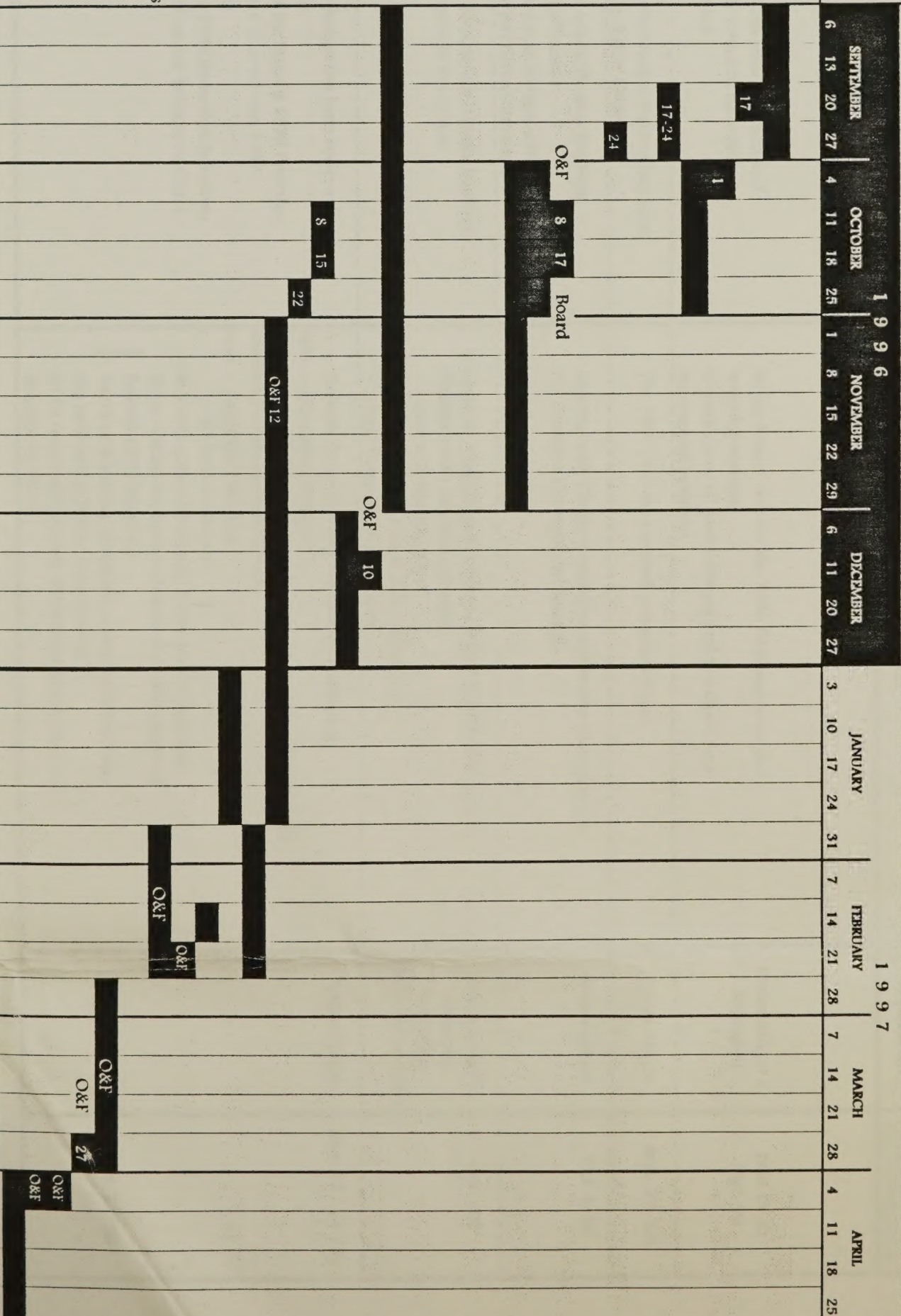
Stage Four:

Preparation of Senior Mngt's Preliminary 1997 Budget
Presentation of Preliminary 1997 Budget
Preliminary 1997 Budget to be communicated to System
Establishment of Reduction/Revenue Generation Initiatives
Communication of Reduction/Revenue Generation Initiatives
Reduction/Revenue Generation Initiatives Status Report
Final Reduction/Revenue Generation Initiatives Reports
Establish additional O&F meetings for Feb., Mar. & April
Finalization of Senior Mngt's 1997 Budget
1997 Budget presented to special O&F
Recommendations re: Reduction/Revenue Generation Initiatives

Stage Five:

Budget Deliberations
Grant Information is received
1997 Budget is established
Final Mill Rate
Communication of 1997 Budget to System

WEEK ENDING



1997 Resource Management Strategy - Action Planner

Based on Resource Management Strategy Adopted by Board October 1994

What needs to be done? (Areas of Focus/Emphasis)	What are the intended outcomes?	How will we do it? (Strategies)	Who's responsible?	Timeline
Review Stage: (a) Process (b) 1996 Budget • Review the 1996 Resource Management Strategy	- 1996 RMS has been reviewed and appropriate revisions have been recommended	- Senior Mngnt reviews the 1996 RMS and generates items for revision - A work group of Senior Mngnt and principals reps incorporate revisions	Senior Mngnt & Principals "	June 96 to Sept. 96 "
• Review the 1997 Resource Management Strategy	- The 1997 RMS Action Planner has been endorsed by Senior Mngnt.	- The 1997 RMS is presented to Senior Mngnt	Senior Mngnt	Sept. 17 /96
• 1997 Resource Management Strategy: Meeting with Chairs' Committee and Senior Mngnt re: Resource Management Strategy	- 1997 RMS Action Planner has been endorsed by Trustees - Status and role of Budget Advisory Committee has been determined	- Meeting with Chairs' Committee and Senior Management re: Resource Management Strategy	Senior Mngnt.	Oct. 1/96
• Communication of the 1997 RMS Action Plan	- The 1997 RMS Action Planner has been communicated to the system	- Conduct workshops to communicate the 1997 RMS Action Planner to the following groups: - Union & Federation Reps - Principals and Central Office Managers - School Councils and Teachers	Senior Mngnt Principals Managers (train the trainers)	Oct. /96
• Review the 1996 Budget / Priorities / Reduction Initiatives Priorities = System Initiatives + School Services + Corporate Responsibilities	- The 1996 Budget has been reviewed to establish: - status of the Board's 1996 Priorities to assist in determining 1997 Priorities - status of 1996 Reduction Initiatives identified on the Reductions Chart	A - Criteria for conducting a review is established: oper - <u>On-going Priorities</u> Prioriti - Early (E); Mid (M); Late (L) Stage of Development (D) assessed i or Implementation (I) com - <u>Complete Priorities</u> - are in maintenance - SO/ASO collate Managers' Letter review data and Team Leader/Supervisor data to determine status of Board's 1996 Priorities - Status of Reduction Initiatives and Board's Priorities are reviewed at Senior Management - S.O.'s responsible review 1996 Reduction Initiatives on Reductions Chart	Senior Mngnt Senior Mngnt.	Sept. 17 - 24 /96 Sept. 24 /96

1. Name of the person	2. Date of birth	3. Sex	4. Address	5. Occupation	6. Education	7. Marital status	8. Religion	9. Blood group	10. Signature
1. Name of the person	2. Date of birth	3. Sex	4. Address	5. Occupation	6. Education	7. Marital status	8. Religion	9. Blood group	10. Signature
1. Name of the person	2. Date of birth	3. Sex	4. Address	5. Occupation	6. Education	7. Marital status	8. Religion	9. Blood group	10. Signature
1. Name of the person	2. Date of birth	3. Sex	4. Address	5. Occupation	6. Education	7. Marital status	8. Religion	9. Blood group	10. Signature
1. Name of the person	2. Date of birth	3. Sex	4. Address	5. Occupation	6. Education	7. Marital status	8. Religion	9. Blood group	10. Signature

1997 Resource Management Strategy - Action Planner

Based on Resource Management Strategy Adopted by Board October 1994

What needs to be done? (Areas of Focus/Emphasis)	What are the intended outcomes?	How will we do it? (Strategies)	Who's responsible?	Timeline
Stage One: Establish/confirm System Priorities for 1997	System Initiatives, Corporate Responsibilities and School Services for 1997 have been confirmed	Senior Mngnt establishes Priorities through a collaborative process	Senior Mngnt	June - Sept. /96
Stage Two: Presentation of 1997 Priorities to Trustees	- Priorities have been presented to the Trustees - O & F and Board have deliberated and have supported the Board's 1997 Priorities	S.O.'s responsible present System Initiatives, Corporate Responsibilities and School Services report	Senior Mngnt	Oct. 8/96 O & F Oct. 17/96 Board
Communication to the System	System Initiatives, Corporate Responsibilities & School Services have been communicated	S.O.'s communicate 1997 Priorities to the System	Communications Officer	After Oct. /96 Board
Status of 1996 Budget	Preliminary surplus/deficit position has been established	In preparation for presentation to December O&F, Senior Management estimate expenditures and revenues to December 31/96 to establish surplus/deficit position	Senior Mngnt	Oct.-Nov. /96
Stage Three: Trustees set mandate for total expenditures	O&F and Board have set mandate for total expenditures for the 1997 Budget		Trustees	
Stage Four: Preparation of Senior Management's Preliminary Budget for 1997	Senior Management's Preliminary 1997 Budget summary has been prepared	- Consensus on the format/content for the preliminary 1997 Budget Book is determined - S.O.'s prepare their initial Budgets (built from zero) to support: (a) Board's 1997 Initiatives (b) School Services (c) Corporate Responsibilities - Senior Mngnt deliberates and reaches consensus on the Preliminary 1997 Budget	Senior Mngnt	Sept. - Nov/96

1997 Resource Management Strategy - Action Planner

Based on Resource Management Strategy Adopted by Board October 1994

What needs to be done? (Areas of Focus/Emphasis)	What are the intended outcomes?	How will we do it? (Strategies)	Who's responsible?	Timeline
Preparation of Senior Management's Preliminary Budget for 1997 (cont'd)		- Financial Services depl. collates initial information for the 1997 Estimates utilizing: - Status of the 1996 Budget - System Priorities - Senior Management's initial budget - Projected revenue estimates	Financial Services	Nov. /96
Presentation of Preliminary 1997 Budget	- Preliminary 1997 Budget has been presented to O&F - Surplus/deficit has been presented	Information presented at December O&F	Senior Mngnt	Dec. 10 /96 O&F
Preliminary 1997 Budget to be communicated to the system	- Preliminary 1997 Budget has been communicated to the System - System awareness of 1997 Budget	Information meetings	Communications Officer	Dec. /96
Establishment of Reduction/Revenue Generation Initiatives	- Reduction/Revenue Generation Initiatives have been established - Input has been received from Trustees - Working groups have been established to: - detail Reduction/Revenue Generation Initiatives - prepare/validate analysis - analyze implications for the system - prepare an implementation plan - Reduction/Revenue Generation Initiatives have been communicated to the System for input and information	- Senior Mngnt establishes Reduction/Revenue Generation Initiatives - S.O.'s take responsibility for managing the Initiatives - S.O.'s responsible for establishing Working Groups (as appropriate) - S.O. ensures that procedures are in place to have full cost analysis reviewed/validated by appropriate personnel - Trustee workshop to review Reduction/Revenue Generation Initiatives	Senior Mngnt	Oct. 8 & Oct. 15 /96
Communication of Reduction/Revenue Generation Initiatives	Reduction/Revenue Generation Initiatives have been communicated to the System for input and information	Work Group Initiatives are communicated to the system	Communications Officer	Nov. 6 /96 Oct. 22 /96
Reduction/Revenue Generation Initiatives Status Reports	Status reports of Reduction/Revenue Generation Initiatives have been presented to Senior Mngnt & O&F for input/information	At designated Senior Mngnt and O&F meetings, Reduction/Revenue Generation Initiatives status reports are presented for input/information	Working Group Reps	Nov/96 - Jan /97 Nov. 12 /96 O&F

Project	Project description	Project objectives	Project results
Project 1	Project description	Project objectives	Project results
Project 2	Project description	Project objectives	Project results
Project 3	Project description	Project objectives	Project results
Project 4	Project description	Project objectives	Project results
Project 5	Project description	Project objectives	Project results
Project 6	Project description	Project objectives	Project results
Project 7	Project description	Project objectives	Project results
Project 8	Project description	Project objectives	Project results
Project 9	Project description	Project objectives	Project results
Project 10	Project description	Project objectives	Project results

1997 Resource Management Strategy - Action Planner

Based on Resource Management Strategy Adopted by Board October 1994

What needs to be done? (Areas of Focus/Emphasis)	What are the intended outcomes?	How will we do it? (Strategies)	Who's responsible?	Timeline
Final Reduction/Revenue Generation Initiatives Reports	Reduction/Revenue Generation Initiatives Reports have been presented to Senior Mngnt/O&F for final input/information. Cost analysis is tracked on "Potential Reductions Chart"	- Completed Reduction/Revenue Generation Initiatives Reports are presented for final input/information at Senior Mngnt/O&F meetings - Cost analysis is tracked on "Potential Reductions Chart"	Working Group Reps	Feb. /97
Establish additional O&F meetings	Additional O&F meetings have been established for February, March and April	- Senior Mngnt. recommends additional O&F meetings for February, March and April Agendas should include: <u>February 1997</u> (a) Reduction/Revenue Generation Initiatives presentation for input/information (b) Senior Mngnt. presentation of 1997 Budget (c) Senior Mngnt. recommendations on Reduction/Revenue Generation Initiatives <u>March 1997</u> (a) Trustees deliberation of Reduction/Revenue Generation Initiatives (b) Rank ordering of Reduction/Revenue Generation Initiatives (c) Decisions re: Reduction/Revenue Generation Initiatives <u>April 1997</u> (a) Presentation of Grant Information (b) Finalization of Mill Rate (c) Information to City Hall	Director, Senior Mngnt	Jan. /97
Finalization of Senior Mngnt's 1997 Budget	- Senior Mngnt's initial Budget has been reviewed and modified as required - Reductions are tracked on the "Actual Reductions Chart"	- Senior Mngnt utilizes: (a) Reductions Initiatives cost analysis (b) Ranking of the Board's 1997 Priorities (c) School Services & Corporate Responsibilities as criteria for final reductions to S.O.'s budgets as required - Reductions are tracked on the "Actual Reductions Chart"	Senior Mngnt	Feb. 11/97

Subject	Topic	Description	Notes	References
Mathematics	Algebra	Linear Equations	Solving for x in the equation y = mx + b	Algebra I textbook, Chapter 3
Science	Physics	Newton's Laws of Motion	F = ma, where F is force, m is mass, and a is acceleration	Physics textbook, Chapter 4
History	American History	The American Revolution	The Declaration of Independence, 1776	American History textbook, Chapter 5

1997 Resource Management Strategy - Action Planner

Based on Resource Management Strategy Adopted by Board October 1994

What needs to be done? (Areas of Focus/Emphasis)	What are the intended outcomes?	How will we do it? (Strategies)	Who's responsible?	Timeline
1997 Budget is presented to special O&F - Recommendations re: Reduction Revenue Generation Initiatives	1997 Budget has been presented to special O&F - Senior Mngnt has reviewed Reduction/Revenue Generation Initiatives and has made recommendations for reductions in priority order - Recommendations have been presented to O&F	- Special O&F - Senior Mngnt reviews all Reduction/Revenue Generation Initiatives and makes recommendations for reductions in priority order - Senior Mngnt's recommendations for reductions are presented to O&F	- Senior Mngnt - Senior Mngnt	- late Feb. /97 - Feb. /97
Stage Five: - Budget Deliberations - Grant Information is received	- O&F has deliberated, made decisions and rank ordered budget reductions - Reductions are tracked on "Actual Reductions Chart" 1997 Budget has been adjusted according to grant information	- Senior Mngnt's budget is reviewed as required - Reduction Initiative Reports are reviewed as required - Reduction decisions are tracked on "Actual Reductions Chart" - Financial Services department receives grant information from the Ministry - Financial Services department translates grant information into the 1997 Budget - Adjustments are made to "Actual Reductions Chart"	- Senior Mngnt & Trustees - Financial Services	- March /97 - March 27 /97
1997 Budget is established - Final Mill Rate - Communication of 1997 Budget to System	- O&F / Board have approved reductions in priority order to meet mandate - Final Mill Rate has been established and approved by O&F / Board 1997 Budget is communicated to the System	- O&F/Board approve reductions in priority order until mandate for the 1997 Budget is achieved - O&F / Board approves final Mill Rate 1997 Budget is communicated to the system	- Trustees - Trustees - Communications Officer	- April /97 - April /97 - April /97

Project	Location	Project Description	Project Objectives	Project Results	Project Impact
Project 1	Project 1 Location	Project 1 Description	Project 1 Objectives	Project 1 Results	Project 1 Impact
Project 2	Project 2 Location	Project 2 Description	Project 2 Objectives	Project 2 Results	Project 2 Impact
Project 3	Project 3 Location	Project 3 Description	Project 3 Objectives	Project 3 Results	Project 3 Impact
Project 4	Project 4 Location	Project 4 Description	Project 4 Objectives	Project 4 Results	Project 4 Impact
Project 5	Project 5 Location	Project 5 Description	Project 5 Objectives	Project 5 Results	Project 5 Impact
Project 6	Project 6 Location	Project 6 Description	Project 6 Objectives	Project 6 Results	Project 6 Impact
Project 7	Project 7 Location	Project 7 Description	Project 7 Objectives	Project 7 Results	Project 7 Impact
Project 8	Project 8 Location	Project 8 Description	Project 8 Objectives	Project 8 Results	Project 8 Impact
Project 9	Project 9 Location	Project 9 Description	Project 9 Objectives	Project 9 Results	Project 9 Impact
Project 10	Project 10 Location	Project 10 Description	Project 10 Objectives	Project 10 Results	Project 10 Impact

REPORT OF THE SPECIAL EDUCATION ADVISORY COMMITTEE

Present: Mr. Bucsis (Chairman); Trustees Bishop and Rogers; Mesdames Bramberger, Burns, Dalziel, Kappheim, Kerr Jaskiewicz, Oommen and Mr. Shields.

Also Present: Mesdames E. Collins (Hamilton Principals' Association), S. O'Brien (Hamilton Secondary School Principals' Council) and P. Hutchinson (Hamilton Teachers' Federation).

Officials Present: E. Bond (Superintendent of Program), M. Matier (Assistant Superintendent of Schools - Mountain), Dr. J. Tomlinson (Project Team Leader - Special Education) and G. Christmas (Financial Services Department).

The Committee recommends:

GENERAL

1. That the Special Education Advisory Committee accept the request of the Ontario Association for Families of Children with Communication Disorders to be a Member Association.

Respectfully submitted,

Lower Auditorium
1996 09 18

D. BUCSIS
Chairman

Hamilton Board of Education
Education Centre
1996 10 08

To the Chairman and Members,
Operations and Finance Committee
Hamilton Board of Education

Ladies and Gentlemen:

I have the honour to present the following recommendations for your approval:

ELEMENTARY/SECONDARY

(a) That the following trip requests be approved:

- (i) Hillcrest, Grades 7 and 8 [Quebec City], 1997 05 28-31 (Wednesday to Saturday).
- (ii) Tweedsmuir, Grades 6-8 [Mt. St. Louis - Moonstone] 1997 02 19-20 (Wednesday to Thursday).
- (iii) Westview, Grade 6 [Camp Wanakita], 1997 01 12-15 (Sunday to Wednesday).
- (iv) Westview, Grades 6-8 [Snow Valley - Barrie], 1997 01 30 (Thursday)
- (v) Westview, Grades 6-8 [Mt. St. Louis - Coldwater], 1997 02 24 (Monday).
- (vi) Delta, Grades 11-OAC [Stratford Festival] 1996 10 29 (Tuesday).
- (vii) Sherwood, Grades 11-OAC [Boston, USA], 1996 11 20-23 (Wednesday to Saturday)
- (viii) Sir Allan MacNab, Grades 10-OAC [Youth Band Exchange - Horsham, England], 1997 03 27-1997 04 07.
- (ix) Westdale, OAC, [King Lear Production - Stratford] 1996 10 24 (Thursday).
- (x) Westdale, 11-OAC [Gannon University - Erie, Pennsylvania], 1996 11 15-16 (Friday to Saturday)
- (xi) Westdale, Grades 9-OAC [Holiday Valley Ski Resort - Ellicottville, USA], 1996 12 13 (Friday), 1997 01 28 (Tuesday), 1997 02 19 (Wednesday), 1997 03 05 (Wednesday), 1997 03 21 (Friday).
- (xii) Westmount, Grades 11 and 12 [Niagara Falls - Canada/USA], 1996 10 18 (Friday)
- (xiii) Westmount, Grades 9 to OAC [Holiday Valley Ski Resort - Ellicottville, USA], 1996 12 13 (Friday), 1997 01 28 (Tuesday), 1997 02 19 (Wednesday), 1997 03 05 (Wednesday), 1997 03 21 (Friday).

Respectfully submitted,

D. W. Goodridge
Director of Education
and Secretary

100-100000-100000
100-100000-100000
100-100000-100000

100-100000-100000
100-100000-100000
100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000

100-100000-100000
100-100000-100000
100-100000-100000

AGENDA
OPERATIONS AND FINANCE COMMITTEE
1996 11 12

URBAN MUNICIPAL

NOV 19 1996

Confirmation of the minutes of the regular meeting of 1996 10 08.

GENERAL

GOVERNMENT DOCUMENTS

BUSINESS ARISING FROM THE MINUTES:

- | | |
|---|-----------------------|
| 1. Report on Property Insurance Claims | Pages 1 to 2 |
| 2. Interim Financial Status Report (as of 1996 09 30) | Pages 3 to 9 |
| 3. Sale of Property - Brantdale School | Page 10 |
| 4. Report re School Council | Pages 11 to 16 |

NEW BUSINESS:

- | | |
|---|--|
| 1. Request from Addiction Research Foundation re Province-wide Study
[The 1997 Ontario Student Drug Use Questionnaire and Student Questionnaire] | Page 17
and Separate Packages |
| 2. Tobacco Control Act (how it impacts on schools/community) - requested by Trustee Orban | |
| 3. Correspondence from the Toronto Board of Education re Federal Tobacco Legislation
[referred at the 1996 10 17 Board] | Pages 18 to 25 |
| 4. Correspondence from the Ontario Secondary School Teachers' Federation re
Workfare Program [referred at the 1996 10 17 Board] | Page 26 |
| 5. Report of the Transportation Committee | Page 27 |
| 6. Report of HIV/Aids Policy Review Committee | Page 28 |

ELEMENTARY/SECONDARY

NEW BUSINESS:

- | | |
|---|-----------------------|
| 1. Recommendations of the Director of Education and Secretary | Pages 29 to 30 |
| 2. Report re Variances in the Delivery of Lunchtime Supervision Throughout the System | Pages 31 to 32 |

RECEIVED

SEP 11 1988

RECEIVED

TO: The Chairman and Members
Operations and Finance Committee
1996 11 12

FROM: P. Gillie, Superintendent
Administrative and Operational Services
D. Sage, Manager
Property, Audit and Assessment

RE: **PROPERTY INSURANCE CLAIMS**

REPORT: For Information

BACKGROUND:

Over a four month period, three significant insurance events occurred which resulted in claims being filed. School damages were sustained as a result of Hurricane Opal, Westview School break-in and a fire at Lake Avenue School. Due to the complexity of the claims, associated costs have taken up to a year to assemble. Premature reporting of expenditures could be misleading since regular adjustments are necessary as restoration costs near completion.

The Board's property insurance policy contains a \$10,000 per claim deductible. Therefore, when the total costs are accumulated and verified for payment by the insurance adjusters, reimbursement is made back to the Board less the deductible.

The following provides a brief synopsis of each event:

October 5, 1995 Hurricane Opal hit Hamilton with winds gusting to 95 km/hr and up to 10 centimeters of rain fell in two hours. Approximately forty schools reported some form of damage, generally restricted to roofs, ceilings, floors and supplies. In most incidents costs were contained as a result of quick action from staff whose efforts minimized water damage. The total costs of the damage resulting from Opal and submitted to the Board's insurer amounted to \$54,000.

November 4, 1995 Westview School was entered and ransacked by two youths, causing extensive damage. Broken glass, dispensed fire extinguishers, damaged computers and randomly thrown paint resulted in \$25,000 claimed for insurance purposes. The two youths were apprehended but could not be charged by virtue of the Young Offenders Act.

January 14, 1996 Lake Avenue School was broken into at approximately 11:30 p.m. and set afire. The fire gutted a classroom, scorched adjoining corridors and caused heavy smoke damage throughout the building. The intensity of the fire resulted in major structural damage to both the external wall and steel clad roofing.

A 21 year old pleaded guilty to break and enter to commit arson. A 16 year old boy pleaded guilty to mischief and a 14 year old girl was charged with break and enter.

For a five month period students were re-located to classes at Sanford Avenue and Elizabeth Bagshaw while restoration took place. To date the total replacement cost has been estimated at \$850,000.

ISSUE:

For trustees to be apprised of the associated costs relating to three Board filed insurance claims.

RECOMMENDATION:

That the report be received for information.

RATIONALE:

Hurricane Opal, the Westview break-in and the fire at Lake Avenue have attracted significant community attention. With such interest and the fact that the schools have now been restored, the associated cost can be quantified and reported on. These three events have a total restoration cost estimated at \$930,000. After the three deductibles are removed from the claims, the Board's insurers will be responsible for the balance of approximately \$900,000.

TO: The Chairman and Members of
Operations and Finance Committee
1996 11 12

FROM: Lucy Veerman, Acting Senior Financial Officer

PREPARED BY: Irene Polidori, Manager, Financial Services

RE: Interim Financial Status Report - September 30, 1996

REPORT: Information

Background:

The Interim Financial Status Report for the nine month period ended September 30, 1996 is prepared using a modified cash basis. This method of reporting records expenditures and revenues as they are paid or received. Commitments are included in the expenditures.

Issue:

To review the financial status of the Board of Education for the City of Hamilton for the nine month period ended September 30, 1996, using the modified cash basis.

Recommendation:

That the report be received for information.

Attachment:

The Interim Financial Status Report for September 30, 1996.

EXPENDITURES

Director & Secretary	Program Services		Superintendents of Schools		French Language Section	
	1996	1995	1996	1995	1996	1995

<i>Remuneration</i>									
Salaries & Wages	\$	519,060	497,368	6,377,724	7,187,195	128,265,952	128,641,936	2,091,226	2,028,322
Employee Benefits		0	0	0	0	0	0	0	0

Actual	519,060	497,368	6,377,724	7,187,195	128,265,952	128,641,936	2,091,226	2,028,322
Budget	651,739	692,916	8,854,962	9,523,072	166,460,917	170,252,109	2,774,217	2,683,921

% Spent	79.6%	71.8%	72.0%	75.5%	77.1%	75.6%	75.4%	75.6%
---------	-------	-------	-------	-------	-------	-------	-------	-------

<i>Fixed</i>									
Energy	0	0	0	0	0	0	0	0	0
Debt Charges	0	0	0	0	0	0	0	0	0
Rentals - Computer Equipment	0	0	0	0	0	0	0	0	0
Fees & Contractuals	0	42,669	67,039	0	0	0	35,697	33,503	0
Tuition Fees	0	0	0	0	0	0	112,782	71,327	0
Charge Back of Taxes	0	0	0	0	0	0	0	0	0

Actual	0	0	42,669	67,039	0	0	148,479	104,830
Budget	0	0	90,000	75,000	0	0	242,109	259,917
% Spent	0.0%	0.0%	47.4%	89.4%	0.0%	0.0%	61.3%	40.3%

4 Variable

Travel Expense	18,881	19,445	38,937	47,828	28,081	68,419	1,968	1,893
Personnel Training	12,098	13,575	10,556	25,272	7,523	31,222	3,311	3,193
Bursaries & Student Aid	0	0	54,052	54,956	0	0	850	0
Books, Films & Software	1,412	1,132	52,733	68,415	259,689	250,095	8,216	14,100
Supplies & Services	41,622	79,750	293,856	354,981	2,431,173	2,321,127	64,339	77,528
Other Expense	100,091	107,136	122,709	112,052	6,083	5,839	3,060	2,774

Contractuals								
Rentals - Other	0	466	29,038	22,522	2,766	2,455	10,392	11,680
Fees & Contractuals - Other	37,947	29,815	24,080	19,939	39,074	38,692	11,813	8,028
	174,104	221,038	512,843	663,504	2,732,549	2,616,702	81,744	99,488

Capital	37,947	30,281	53,118	42,461	41,840	41,147	22,205	19,708
Repairs, Bldgs. & Grounds	0	0	0	0	68	294	0	0
New/Repl. Equipment	0	2,113	83,148	49,173	10,877	11,702	1,355	0
Capital from Current	0	0	0	0	23,674	98,101	0	0
Permanent Improvements	0	0	0	0	5,881	25,582	0	3,875
Capital Lease	0	0	0	0	0	0	0	0

Other	0	2,113	83,148	49,173	40,500	135,679	1,355	3,875
Transfer to Reserves	0	0	0	0	0	0	0	0

Actual	212,051	253,432	709,109	755,138	2,814,889	2,853,528	105,304	123,071
Budget	335,923	340,399	976,858	1,241,245	5,503,821	5,476,391	187,233	212,838
% Spent	63.1%	74.5%	72.6%	60.8%	51.1%	52.1%	56.2%	57.8%

TOTAL ACTUAL	\$ 731,111	750,800	7,129,502	8,009,372	131,080,841	131,495,464	2,345,009	2,256,223
TOTAL BUDGET	\$ 987,662	1,033,315	9,921,820	10,839,317	171,964,738	175,728,500	3,203,559	3,156,676

% Spent	74.0%	72.7%	71.9%	73.9%	76.2%	74.8%	73.2%	71.5%
---------	-------	-------	-------	-------	-------	-------	-------	-------

Interim Financial Status Report - Modified Cash Basis
For the Nine Month Period Ended September 30, 1996

EXPENDITURES	Admin. & Operational Services		Human Resources		Financial Services		Total	
	1996	1995	1996	1995	1996	1995	1996	1995
Remuneration								
Salaries & Wages	\$ 2,107,639	2,113,340	4,103,941	4,768,271	1,194,346	1,311,170	144,659,888	146,547,602
Employee Benefits	0	0	17,160,041	17,562,559	0	0	17,160,041	17,562,559
Actual	2,107,639	2,113,340	21,263,982	22,330,830	1,194,346	1,311,170	161,819,929	164,110,161
Budget	2,922,550	2,787,806	31,486,814	30,388,676	1,670,295	1,836,888	214,821,494	218,165,388
% Spent	72.1%	75.8%	67.5%	73.5%	71.5%	71.4%	75.3%	75.2%
Fixed								
Energy	4,062,782	3,733,777	0	0	0	0	4,062,782	3,733,777
Debt Charges	0	0	0	0	1,909,016	2,026,153	1,909,016	2,026,153
Rentals - Computer Equipment	1,782,965	1,844,677	0	0	0	0	1,782,965	1,844,677
Fees & Contractuals	0	0	0	0	3,413,218	3,899,650	3,491,584	4,000,192
Tuition Fees	0	0	0	0	2,856,019	2,618,472	2,968,801	2,689,799
Charge Back of Taxes	0	0	0	0	2,682,916	2,980,941	2,682,916	2,980,941
Actual	5,845,747	5,578,454	0	0	10,861,169	11,525,216	16,898,064	17,275,539
Budget	8,998,667	8,345,000	0	0	17,006,523	17,570,612	26,337,299	26,250,529
% Spent	65.0%	66.8%	0.0%	0.0%	63.9%	65.6%	64.2%	65.8%
Variable								
Consumables								
Travel Expense	16,662	15,500	13,653	17,424	1,846	4,809	120,028	175,318
Personnel Training	7,328	12,225	16,463	38,031	9,366	4,002	66,645	127,520
Bursaries & Student Aid	0	0	0	0	0	0	54,902	54,956
Books, Films & Software	36,128	60,037	8,281	7,704	1,829	3,161	368,288	404,644
Supplies & Services	2,171,250	1,354,120	218,124	228,950	66,394	104,071	5,286,758	4,520,527
Other Expense	105	2,430	4,189	4,107	550,445	718,875	786,682	953,213
Actual	2,231,473	1,444,312	260,710	296,216	629,880	834,918	6,683,303	6,236,178
Budget	2,231,473	1,444,312	260,710	296,216	629,880	834,918	6,683,303	6,236,178
% Spent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Contractuals								
Rentals - Other	8,313	16,682	3,822	6,170	0	0	54,331	59,975
Fees & Contractuals - Other	45,538	101,197	158,571	121,374	68,245	21,639	385,268	340,684
Actual	53,851	117,879	162,393	127,544	68,245	21,639	439,599	400,659
Budget	53,851	117,879	162,393	127,544	68,245	21,639	439,599	400,659
% Spent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Capital								
Repairs, Bldgs. & Grounds	2,361,042	1,849,293	0	0	0	0	2,361,110	1,849,587
New/Repl. Equipment	195,950	16,981	46,524	3,546	0	2,059	337,854	85,574
Capital from Current	1,233,813	539,284	0	0	0	0	1,257,487	637,385
Permanent Improvements	10,509	25,960	0	0	682,878	299,094	699,268	354,511
Capital Lease	763,446	0	46,524	3,546	0	0	763,446	0
Actual	4,564,760	2,431,518	46,524	3,546	682,878	301,153	5,419,165	2,927,057
Budget	4,564,760	2,431,518	46,524	3,546	682,878	301,153	5,419,165	2,927,057
% Spent	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Other								
Transfer to Reserves	0	0	0	0	0	0	0	0
Actual	6,850,084	3,993,709	469,627	427,306	1,381,003	1,157,710	12,542,067	9,563,894
Budget	7,702,129	6,403,785	751,877	754,911	1,309,817	819,028	16,767,658	15,248,597
% Spent	88.9%	62.4%	62.5%	56.6%	105.4%	141.4%	74.8%	62.7%
TOTAL ACTUAL	\$ 14,803,470	\$ 11,685,503	\$ 21,733,609	\$ 22,758,136	\$ 13,436,518	\$ 13,994,096	\$ 191,260,060	\$ 190,949,594
TOTAL BUDGET	\$ 19,623,346	\$ 17,536,591	\$ 32,238,691	\$ 31,143,587	\$ 19,986,635	\$ 20,226,528	\$ 257,926,451	\$ 259,664,514
% Spent	75.4%	66.6%	67.4%	73.1%	67.2%	69.2%	74.2%	73.5%

The Board of Education of the City of Hamilton
Interim Financial Status Report - Modified Cash Basis
For the Nine Month Period Ended September 30, 1996

REVENUES	1996 Actual	1996 Budget	%	1995 Actual	1995 Budget	%
<u>Local Taxation</u>						
Municipal Levy	120,382,877	161,073,682	74.7%	117,398,581	157,070,973	74.7%
Supplementary Taxes, Telephone and Telegraph Receipts						
Payments in Lieu, Surplus	3,352,008	7,996,209	41.9%	1,358,156	655,1413	20.7%
	123,734,885	169,069,891	73.2%	118,756,737	163,622,386	72.6%
<u>Government of Ontario</u>						
General Legislative Grants	52,707,699	73,332,034	71.9%	545,259,26	771,73513	70.7%
Other Provincial Revenue	658,290	1,821,300	36.1%	1,082,617	1,654,442	65.4%
	53,365,989	75,153,334	71.0%	55,608,543	78,827,955	70.5%
<u>Other</u>						
Tuition Fees	7,570,847	12,061,920	62.8%	851,3838	1,391,3702	61.2%
Transfers from Reserves	0	0	0.0%	1,695,000	1,695,000	0.0%
Other Revenue	712,840	1,641,306	43.4%	496,242	1,605,471	30.9%
	8,283,687	13,703,226	60.5%	10,705,080	17,214,173	62.2%
TOTAL	185,384,561	257,926,451	71.9%	1,85,070,360	259,664,514	71.3%

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
INTERIM FINANCIAL STATUS REPORT - MODIFIED CASH BASIS
FUND MANAGEMENT SUMMARY (000'S)
SEPTEMBER 30, 1996

SHORT TERM INVESTMENTS AS AT SEPTEMBER 30:

	1996	1995
Revenue Fund	\$ -	\$ -
Mill Rate Stabilization Reserve	-	-
Restructuring Reserve Fund	-	-
Integrated Information System Reserve Fund	-	-
Capital Reserves	1,386	-
Capital Funds	8	-
Retirement Gratuity Reserve	-	-
TOTAL PORTFOLIO	\$1,394	\$0

INTEREST EARNINGS:

Revenue Fund	\$21	\$38
Mill Rate Stabilization Reserve	2	52
Restructuring Reserve Fund	7	7
Integrated Information System Reserve Fund	1	10
Capital Reserves and Capital Funds	62	61
Retirement Gratuity Reserve	110	234
TOTAL PORTFOLIO INTEREST EARNED FOR NINE MONTHS	\$203	\$402

BORROWING SUMMARY:

Total Internal Borrowings	\$25,092	\$28,836
Total Internal Repayments	24,796	22,095
Total External Borrowings	2,532	7,484
Total External Repayments	2,532	7,484
BALANCE AS AT SEPTEMBER 30	\$296	\$6,741

INTEREST EXPENSE FOR NINE MONTHS:

Internal Borrowings	\$171	\$342
External Borrowings	358	356
	\$529	\$698

BANK INTEREST EARNED FOR NINE MONTHS:

	\$16	\$1
--	------	-----

**THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
INTERIM FINANCIAL STATUS REPORT - MODIFIED CASH BASIS
CONTINUITY SCHEDULE FOR RESERVE FUNDS
SEPTEMBER 30, 1996**

CAPITAL RESERVES (000'S)

	<u>Budget 1996</u>	<u>Actual 1996 09 30</u>	<u>Actual 1995 09 30</u>
Opening Balance	\$1,325	\$1,325	\$883
Revenues			
Interest Earned	65	62	61
Property Rentals	30	-	-
Site Sales	-	-	1,061
	<u>\$1,420</u>	<u>\$1,387</u>	<u>\$2,005</u>

RETIREMENT GRATUITY RESERVES (000'S)

	<u>Budget 1996</u>	<u>Actual 1996 09 30</u>	<u>Actual 1995 09 30</u>
Opening Balance	\$4,125	\$4,125	\$4,853
Revenues			
Transfer from Revenue Fund	3,032	832	1,620
Interest Earned	122	110	234
	<u>7,279</u>	<u>5,067</u>	<u>6,707</u>
Expenditures			
Gratuities Paid	3,600	5,078	2,279
	<u>\$3,679</u>	<u>(\$11)</u>	<u>\$4,428</u>

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
INTERIM FINANCIAL STATUS REPORT - MODIFIED CASH BASIS
CONTINUITY SCHEDULE FOR RESERVE FUNDS
SEPTEMBER 30, 1996

MILL RATE STABILIZATION RESERVE (000'S)

	<u>Budget</u> <u>1996</u>	<u>Actual</u> <u>1996 09 30</u>	<u>Actual</u> <u>1995 09 30</u>
Opening Balance	\$51	\$51	\$1,493
Revenues			
Interest Earned	3	2	52
	54	53	1,545
Transfer to Revenue Fund	-	-	1,495
Closing Balance	\$54	\$53	\$50

RESTRUCTURING RESERVE (000"S)

	<u>Budget</u> <u>1996</u>	<u>Actual</u> <u>1996 09 30</u>	<u>Actual</u> <u>1995 09 30</u>
Opening Balance	\$212	\$212	\$201
Revenues			
Interest Earned	10	7	7
Closing Balance	\$222	\$219	\$208

INTEGRATED INFORMATION SYSTEM RESERVE (000's)

	<u>Budget</u> <u>1996</u>	<u>Actual</u> <u>1996 09 30</u>	<u>Actual</u> <u>1995 09 30</u>
Opening Balance	\$24	\$24	\$214
Revenues			
Interest Earned	1	1	10
	25	25	224
Transfer to Revenue Fund	-	-	200
Closing Balance	\$25	\$25	\$24

TO: The Chairman and Members
Operations and Finance Committee
1996 11 12

FROM: L. Veerman, Acting Senior Financial Officer
Financial Services
D. Sage, Manager
Property, Audit and Assessment

RE: **SALE OF BRANTDALE**

REPORT: FOR INFORMATION

BACKGROUND:

In May 1996 trustees were appraised of two offers received for the purchase of the Brantdale site. At the conclusion of debate the following recommendations were adopted:

1. That the offer to purchase Brantdale School - Site and Building - Lots 63-67 and Part of Lot 68, Plan 279, located at 15 Brantdale Avenue in the City of Hamilton, in the amount of \$100,000 be accepted, conditional upon paragraph 9 of the Offer to Purchase being amended by the Board to include:
Investigation of Title - The purchaser shall have 30 days from the date of acceptance of this offer to investigate title and satisfy itself that the Purchaser's intended use of the premises as a "School Residence" is permitted under applicable By-Laws.....
and that the funds realized from the sale be placed in Capital Reserves.
2. That, if required, the Board grant the authority to the Superintendent of Financial Services and Treasurer to negotiate an extension of the thirty day conditional period.
3. That should the amended agreement not be acceptable to the Purchaser, the Superintendent of Financial Services and Treasurer proceed to list the Brantdale School - Site and Building - for sale through a real estate agency.

Prior to the expiry of the thirty day conditional period the purchaser waived the conditions thus consummating the sale of the Brantdale site. On August 20, 1996 the deed transfer was completed.

ISSUE:

To advise trustees of the final sale of the Brantdale site.

RECOMMENDATION:

That the report be received for information.

RATIONALE:

Having completed all the necessary legal and Ministry of Education and Training requirements the Board records will now reflect the final disposition of the Brantdale site.

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1861. It is a very important document, as it sets out the President's policy for the new year. The President states that he is pleased to see the Congress assembled, and that he is confident that the country is in a good position to meet the challenges of the future. He also mentions the recent election of Abraham Lincoln as President, and expresses his confidence in Lincoln's ability to lead the country.

2. The second part of the document is a report from the Secretary of the Treasury, dated January 1, 1861. It provides a detailed account of the financial state of the country at the beginning of the year. The report states that the country is in a sound financial position, with a strong treasury and a low level of public debt. It also mentions the recent election of Abraham Lincoln as President, and expresses confidence in Lincoln's ability to lead the country.

3. The third part of the document is a report from the Secretary of the Interior, dated January 1, 1861. It provides a detailed account of the state of the interior of the country at the beginning of the year. The report states that the country is in a good position to meet the challenges of the future, with a strong interior and a low level of public debt. It also mentions the recent election of Abraham Lincoln as President, and expresses confidence in Lincoln's ability to lead the country.

4. The fourth part of the document is a report from the Secretary of the War, dated January 1, 1861. It provides a detailed account of the state of the war at the beginning of the year. The report states that the country is in a good position to meet the challenges of the future, with a strong war effort and a low level of public debt. It also mentions the recent election of Abraham Lincoln as President, and expresses confidence in Lincoln's ability to lead the country.

5. The fifth part of the document is a report from the Secretary of the Navy, dated January 1, 1861. It provides a detailed account of the state of the navy at the beginning of the year. The report states that the country is in a good position to meet the challenges of the future, with a strong navy and a low level of public debt. It also mentions the recent election of Abraham Lincoln as President, and expresses confidence in Lincoln's ability to lead the country.

6. The sixth part of the document is a report from the Secretary of the State, dated January 1, 1861. It provides a detailed account of the state of the state at the beginning of the year. The report states that the country is in a good position to meet the challenges of the future, with a strong state and a low level of public debt. It also mentions the recent election of Abraham Lincoln as President, and expresses confidence in Lincoln's ability to lead the country.

7. The seventh part of the document is a report from the Secretary of the War, dated January 1, 1861. It provides a detailed account of the state of the war at the beginning of the year. The report states that the country is in a good position to meet the challenges of the future, with a strong war effort and a low level of public debt. It also mentions the recent election of Abraham Lincoln as President, and expresses confidence in Lincoln's ability to lead the country.

The Board of Education for the City of Hamilton
Le Conseil de l'éducation de la ville de Hamilton

50 Millwood Place
Hamilton, Ontario
L9A 2M8
Telephone (905) 574-1668
Fax (905) 574-8151



50, place Millwood
Hamilton, Ontario
L9A 2M8
Téléphone (905) 574-1668
Fac-similé (905) 574-8151

Office of the Assistant Superintendent of Schools
Mountain Schools

November 12, 1996

Bureau de l'Adjoint au surintendant des écoles
Écoles de la haute ville

TO: Operations and Finance Committee Members

FROM: P.C.E.P. Steering Committee
(Parents and Community as Effective Partners)

PREPARED BY: Merv Matier and Stew Thompson
Assistant Superintendents of Schools

RE: **SCHOOL COUNCIL**

REPORT: For Information and Decision

BACKGROUND:

As indicated in a January 25, 1996 Memo, the P.C.E.P. Steering Committee plans to keep you abreast of the development of the School Council initiative by providing you with recently developed materials.

- 1) In January we provided you with,
 - a) a parent pamphlet on School Councils which was distributed to all families and
 - b) an insert which was placed in school newsletters outlining the process and timelines for establishing School Councils.
- 2) In March we provided you with a package developed by the Level 5 Committee on School Council Elections.
- 3) In June we provided the following information:
 - a) An "In-Service Team" has provided support to school administrators on:
 - (i) the school council election process
 - (ii) conducting the initial school council orientation meeting in June
 - (iii) conducting the September council meeting
 - b) As reported earlier, all schools are utilizing a Ministry Working Document titled "Getting Started" - a resource guide for establishing school councils. We are awaiting the release of the School Council Handbook. This will contain some of the information in "Getting Started", as well as training modules to prepare the new council members for their work.
- 4) Following the May 23rd election process, all Hamilton schools now have a School Council as per Ministry Memorandum P.P.M.122. School Councils are now active in all Hamilton Schools.
- 5) (a) The "In-Service Team" has provided workshops to School Council Chairs on Oct. 15th, at Hill Park Secondary School and Oct. 23rd at Sir Winston Churchill.

- 2 -

- 5) b) The "In-Service Team" has planned a second workshop to provide School Council Chairs with an overview of the School System on Nov. 26th from 7:00 - 8:30 p.m. at the Education Centre Auditorium.
- 6) The P.C.E.P. Steering Committee has developed:
 - a) a framework for a School Council Constitution (Appendix 1.)
 - and
 - b) an appeals process (Appendix 2.)
- 7) Currently the P.C.E.P. Steering Committee is developing a process that will enable School Councils to provide advice to the School Board and enable the Trustees to seek advice from School Councils as part of the process of making decisions.

Ministry of Education and Training
Policy/Program Memorandum No. 122 (PPM 122)

This memorandum establishes the minimum requirements for the implementation of School Councils. It specifies that:

Roles and Responsibilities of the School Councils

School councils are advisory bodies. *A school council will provide advice to the school principal and where appropriate, to the school board on any of the matters listed below that the council has identified as priorities:*

- * local school-year calendar
- * school code of student behaviour
- * curriculum and program goals and priorities
- * the responses of the school or school board to achievement in provincial and board assessment programs
- * preparation of the school profile
- * selection of principals
- * school budget priorities, including local capital-improvement plans
- * school-community communication strategies
- * methods of reporting to parents and the community
- * extracurricular activities in the school
- * school-based services and community partnerships related to social, health, recreational, and nutrition programs
- * community use of school facilities
- * local co-ordination of services for children and youth
- * development, implementation, and review of board policies at the local level

The provincial policy will require that a school board's policy direct the school principal and, where relevant, senior staff and trustees of the board to seek advice from the school council as part of the process of making decisions with regard to the matters listed above.

ISSUES:

- 1). To outline a consultation process for developing an organizational framework for school councils to provide advice to the school board on issues identified by the School Councils or the Board of Trustees.
- 2). To present the organizational framework options that will be discussed in the consultation process.

ADMINISTRATIVE DETAIL:**1. Consultation Process.**

- (a) Presentation of Organizational Framework Options at the Nov. 26th In-Service for School Council Chairs.
- (b) Individual School Councils discuss options and respond by Jan. 12, 1997.
- (c) The P.C.E.P. Steering Committee, with representation from School Council Chairs, will collate responses and develop a proposal to present to Trustees.
- (d) The proposal will be presented to Trustees at the February O&F meeting.

2. Organizational Framework Options.**Option 1. Ward Representative Councils**

- a) Each of the City's 8 Wards will have a Ward Council (8 Councils). All schools within the Ward will be represented on the Ward Council.
- b) Each Ward Council will have its own executive structure.
- c) Each Ward Council will provide advice to the Board through the Ward Trustees.

Option 2. City Representative Council

- a) There will be one council representing all School Councils in the City.
- b) The City Representative Council will have its own executive structure.
- c) Sub-committees will be established to focus on specific topics/issues.
- d) Advice to the Board will be provided through the Board Standing Committees.

Option 3. Ward/City Representative Council

- a) Combination of Options 1 and 2.
- b) Chairs of each of the 8 Ward Councils will comprise the City Representative Council.
- c) Advice to the Board will be provided both through the Ward Trustees and directly to the Board Standing Committees.

***** Operational Issues to be determined through the consultation process.**

- Election of representatives for Options 1, 2, 3.
- Communication:
 - (i) amongst individual school councils.
 - (ii) from Board Committees to School Councils.
 - (iii) School Councils to Board.
- Mechanisms for input to Board Committees.
 - * Sharing standing committee agenda

- 4 -

ORGANIZATIONAL FRAMEWORK**SCHOOL COUNCIL INPUT**

EXISTING		OPTION ONE	OPTION TWO
INPUT TO:	INDIVIDUAL SCHOOL COUNCIL	WARD REPRESENTATIVE COUNCIL	CITY REPRESENTATIVE COUNCIL
Principal	X	---	---
Senior Staff	to Appropriate School Superintendent	Senior Management	Senior Management
Board of Trustees	to local Ward trustees	to local Ward trustees	to Board Committees & Full Board
		OPTION THREE	

RECOMMENDATION:

- 1) That this report be received for information.
- 2) That the Board approve
 - a) the consultation process for developing an organizational framework for school councils to provide advice to the Board on issues identified by the School Councils or the Board of Trustees.
 - b) the organizational framework options that will be discussed in the consultation process.

RATIONALE:

The provincial policy on school councils encourages school boards to involve parents in the development of board policies on school councils.

The Provincial policy also requires that a school board's policy direct the school principal and, where relevant, senior staff and trustees of the board to seek advice from the school council as part of the process of making decisions. Boards are also encouraged to facilitate communication among the school councils within their jurisdiction.

Merv Matier
Assistant Superintendent of Schools

Stew Thompson
Assistant Superintendent of Schools

MM/ga Nov/96
attached.

Constitution and By-Laws Checklist

This is a *suggested* checklist to follow when developing the Standing Rules for your School Council. Although schools will address these items in a variety of ways/sequences, it is expected that each item will be addressed over the course of the 1996/97 school year. Please operate within the parameters of the policy as outlined in PPM 122 and the Ministry Resource Guide **"Getting Started"**.

- ☐ Objectives or Mission Statement.
- ☐ Duties and Responsibilities of following Committee Members:
 - ☐ Chair
 - ☐ Recording Secretary
 - ☐ Where minutes will be kept?
 - ☐ Treasurer
 - ☐ Principal
 - ☐ Members at Large
- ☐ Term of Office for Members/Chair/Secretary/Treasurer/etc. (one or two-year term)
- ☐ Meetings:
 - ☐ Frequency of Meetings
 - ☐ Notice of Meetings (Who calls the meetings?)
 - ☐ Taking Minutes/Recording Decisions (see organizer)
 - ☐ Distribution of Notice of Meetings and Minutes
 - ☐ Decision-making process (*see box below*)
 - ☐ Quorum (half & one)
- ☐ Relationship with Existing Parent Groups/School groups or committees
- ☐ Financial Management:
 - ☐ Proposed Budget
 - ☐ Financial Year
 - ☐ Establishing a Bank Account—consideration should be given to:
 - (a) School Council's budget
 - (b) Fundraising (coordinating parent/community activities)
 - (c) Corporate/Community sponsorship
- ☐ Standing Rules of Order
- ☐ Participation of non-voting members (public)
- ☐ Process of receiving agenda items and making presentations
- ☐ Vacancies:
 - ☐ Resignations
 - ☐ How to Fill Vacancies on School Council
- ☐ Removal of School Council Members (Why and How?)
- ☐ Annual Meeting (Fall):
 - ☐ When?
 - ☐ Notice
 - ☐ Nominations for new members
 - ☐ Announce Election Process
 - ☐ Review the year's work/new directions
 - ☐ Thanks/Celebration
 - ☐ Amendments to Constitution for information/input/validity

e.g.:

Item	Discussion	Decision	Action	Responsibility

Reaching consensus should be the preferred method of decision-making. It is recognized, however, that other methods (e.g. Democratic) may be required at times.

- When reaching consensus, all members of the council (including the principal) should participate.
- When utilizing democratic process, the principal, as the recipient of the decision/advice, should refrain from voting.
- Record all decisions made.

SCHOOL COUNCIL COMMUNICATION LINKS



INFORMATION HOT LINE —

- ✓ Require questions answered?
- ✓ Confused over a certain situation?
- ✓ Desire suggestions about School Councils?

..... Then call one of the following contacts:

✧ Judith Bishop, 528-7740 (*trustee*)

✧ Jim McCaughey, 388-1677 (*principal*)

✧ Marlene Gibson, 526-9553 (*parent*)

✧ Rob McGall, 560-7343 (*principal*)

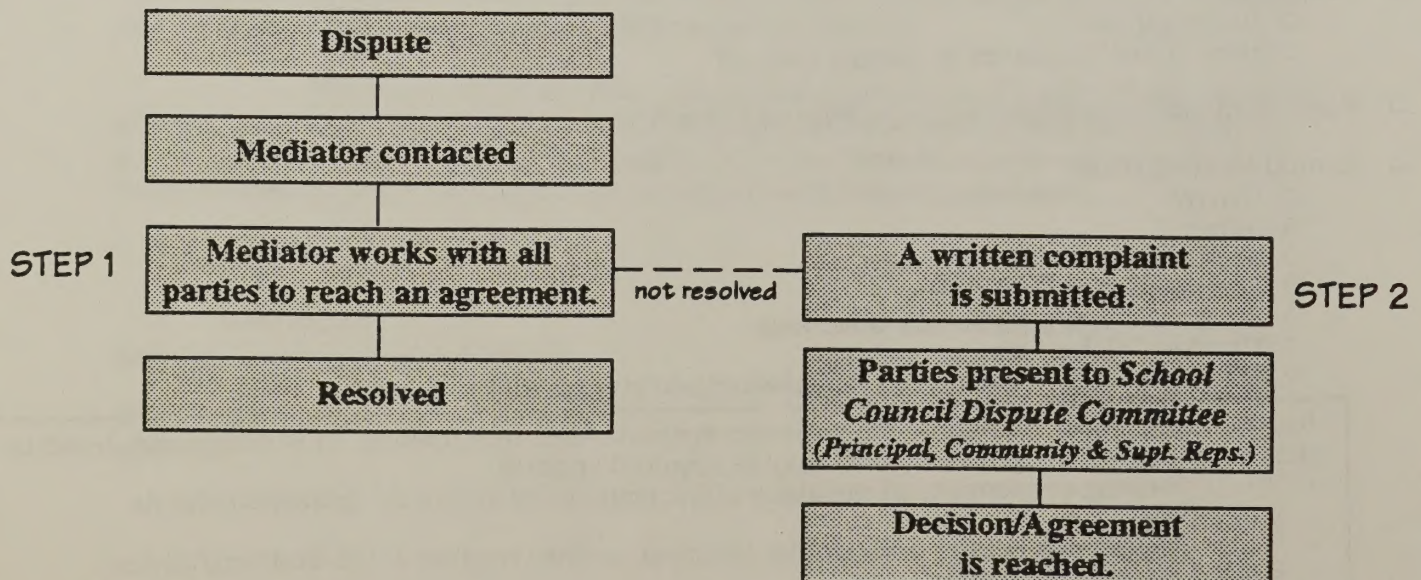
✧ Jim Mackrory, 385-5344 (*principal*)

✧ Phil Morgan, 574-4044 (*principal*)

DISPUTE MECHANISMS —

The Hamilton Board of Education offers a dispute mechanism strategy for all School Councils. This two-step problem-solving model shown below can be initiated by calling Gaye Arthur at the Assistant Superintendent's Office at 574-1668.

PROCEDURE:



1996 11 12

To the Chairman and Members
Operations and Finance Committee

From: D. W. Goodridge, Director of Education and Secretary

Re: ADDICTION RESEARCH FOUNDATION'S PROVINCE-WIDE STUDY

Report: Decision

BACKGROUND

The Addiction Research Foundation has requested our Board's co-operation in continuing its province-wide study of students' alcohol and other drug use. The next phase of the study will begin in February, 1997.

A sample of students from throughout Ontario will be surveyed regarding their exposure to drug education, their awareness and use (if any) of drugs and problems experienced as a result of drug use. Students from Grades 7, 9, 11 and 13 will be included in the 1997 survey.

The Addiction Research Foundation has assured us that individual responses provided by the students will remain completely confidential since names are not recorded on the survey questionnaire. Similarly, because the survey is largely analyzed on an aggregate basis, classes, schools and boards alike retain their anonymity.

ISSUE

To obtain Board support for participate in the 1997 province-wide study conducted by the Addiction Research Foundation.

RECOMMENDATION

It is recommended that the Hamilton Board of Education participate in the 1997 Addiction Research Foundation study.

RATIONALE

Previous studies by the Addiction Research Foundation has allowed them to study trends in the use of tobacco, alcohol and other drugs and to then develop appropriate educational programs.

See Appendix A re the 1997 Ontario Student Drug Use Questionnaire.





TORONTO BOARD OF EDUCATION

155 COLLEGE STREET
TORONTO, CANADA,
M5T 1P6
(416) 397-3000

Referred to Operations and Finance Committee at
1996 10 17 Board

September 13, 1996

OFFICE OF THE

SEP 25 1996

To All Chairs & Directors of
Canadian School Boards

Dear Colleagues:

Re: FEDERAL TOBACCO LEGISLATION

Health Canada's "*Tobacco Control Blueprint*" proposed a comprehensive tobacco law that would, among other things, introduce plain packaging for cigarettes and product regulation measures which would make it more difficult for young people to begin smoking.

We have attached a letter to the Prime Minister asking that he fulfil his commitment to enacting anti-tobacco legislation as recommended in the "*Blueprint*". This legislation is an important step in not only reducing cigarette consumption, but more importantly, in preventing young people from taking up this harmful addiction.

As this is an issue which affects every young person in Canada, we have attached our letter with the request that you join us in sending a similar message from your school board. Please feel free to use any excerpts from our letter if you so choose.

There is considerable urgency to this request in that only a small "window of opportunity" exists to enact legislation on this vital matter prior to the next federal election.

We urge you and your Board to support the Campaign to Save the Tobacco Legislation in any way that you can.

Yours truly,

DAVID J. MOLL
Chair

JOHN B. DAVIES
Director of Education



TORONTO BOARD OF EDUCATION



REPORT OF THE

COMMISSIONER OF
SCHOOL INSTRUCTION

FOR THE YEAR

1900-1901

The Commissioner of School Instruction has the honor to acknowledge the receipt of the report of the Board of Education for the year 1900-1901, and to express his appreciation of the interest and cooperation of the Board in the work of the Department.

The report of the Board of Education for the year 1900-1901 is a valuable contribution to the knowledge of the public, and it is the duty of the Commissioner to make it known to the public in the most effective manner possible.

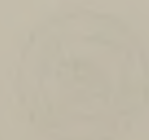
The report of the Board of Education for the year 1900-1901 is a valuable contribution to the knowledge of the public, and it is the duty of the Commissioner to make it known to the public in the most effective manner possible.

The report of the Board of Education for the year 1900-1901 is a valuable contribution to the knowledge of the public, and it is the duty of the Commissioner to make it known to the public in the most effective manner possible.

The report of the Board of Education for the year 1900-1901 is a valuable contribution to the knowledge of the public, and it is the duty of the Commissioner to make it known to the public in the most effective manner possible.

J. P. ...
Commissioner of School Instruction

...
Secretary





TORONTO BOARD OF EDUCATION

155 COLLEGE STREET
TORONTO, CANADA,
M5T 1P6
(416) 397-3000

September 12, 1996

The Honourable Jean Chretien
Prime Minister of Canada
80 Wellington Street, Langevin Block
Ottawa, Ontario
K1A 0A2

Dear Prime Minister:

Re: TOBACCO LEGISLATION

Health Canada's *"Tobacco Control Blueprint"* released last December proposed a comprehensive tobacco law that would, among other things, introduce plain packaging for cigarettes and product regulation measures which would make it more difficult for young people to begin smoking.

As the Chair and Director of one of the largest public school boards in Canada, we have been very concerned about tobacco and, in particular, its impact on the children who attend our schools.

As educators, part of our mandate is to educate students to make healthy choices about their lifestyle. We must prepare our students both intellectually and physically to meet the challenges of the future so that they become healthy and productive members of society.

For years now, the Toronto Board of Education has worked to eliminate smoking among our students and staff. Anti-smoking curriculum materials are a major part of our health programs and in 1988, smoking was prohibited in all the Board's facilities.

We were particularly concerned when the federal government reduced cigarette taxes. Recent studies have shown that the tax roll-back has had an impact on the increased numbers of young people, especially young women, who have begun to smoke in the past few years.

.../2

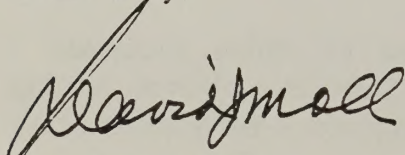


We believe that it is time that the federal government take whatever measures it can to help us prevent adolescents from smoking. Federal legislation is essential in helping Canadians grow up tobacco-free.

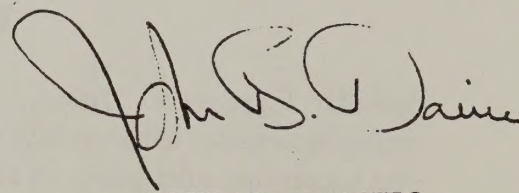
We will be sending a copy of this letter to school boards across Canada and asking them to support our position. This is an issue which affects every young person in Canada.

We strongly urge you to fulfil your commitment to passing anti-tobacco legislation as recommended in Health Canada's "Blueprint". This legislation is an important step in not only reducing cigarette consumption, but more importantly, in preventing young people from taking up this harmful addiction.

Yours truly,



DAVID J. MOLL
Chair



JOHN B. DAVIES
Director of Education

cc. The Honourable David Dingwall
Minister of Health

CAMPAIGN TO SAVE THE TOBACCO LEGISLATION

Phone (416) 967-7353

Fax (416) 928-1860

URGENT AND TIME SENSITIVE

Date: September 9, 1996

Memo to: CANADIAN HEALTH AND HUMAN SERVICE ORGANIZATIONS,
HEALTH PROFESSIONS, PROVINCIAL INTERAGENCY
COUNCILS

From: Dr. Ted Boadway, Executive Director, Health Policy
Ontario Medical Association

Janice Forsythe, Executive Director
Canadian Council on Smoking and Health

Bob Gadoua, Director, Corporate Affairs
Canadian Pharmaceutical Association

Margo Craig Garrison, President and CEO
Canadian Lung Association

Ken Kyle, Director, Public Issues
Canadian Cancer Society

Garfield Mahood, Executive Director
Non-Smokers' Rights Association

Dr. David McKeown, Acting Medical Officer of Health
City of Toronto, Department of Public Health

RE: TIME SENSITIVE PROJECT TO SAVE THE PROMISED
LEGISLATION IN THE *TOBACCO CONTROL BLUEPRINT*

I THE THREAT

As the attached booklet *Responsibility to Public Health* and excerpts from the July 10th news release in this memo explain, the tobacco legislation promised in the federal *Tobacco Control Blueprint* is in serious trouble. The threat remains despite the Health Minister's August promise that tobacco legislation will be tabled in the fall. Because a federal election is almost certain in 1997, the chances of tobacco legislation being passed in the next six months are rapidly diminishing. If this legislation is lost, the repercussions for Canadian public health would be enormous.

- 2 -

Contrary to the position taken by the tobacco industry, tobacco consumption has risen since the tobacco tax rollbacks. And it has risen significantly among adolescents (see enclosures). Those of us interested in the health and welfare of children and in the elimination of the economic burden that tobacco places on the health care system must not allow the government to ignore the tobacco epidemic any longer.

II WORLD PRECEDENT-SETTING LEGISLATION

The tobacco legislation announced in December is of critical importance to public health. If we allow the government to ignore the *Blueprint* recommendations, it could be another decade before legislation of this importance is proposed again. The *Blueprint* would make major changes in the legal framework in which the tobacco industry operates. It would, for example, allow the government to regulate tobacco as it would regulate pharmaceuticals or hazardous products.

The promised legal framework would allow a ban on tobacco advertising and sponsorship and facilitate plain packaging, a reform the industry fears greatly. This legislation would bring benefits to public health that would exceed those provided by the original *Tobacco Products Control Act*. We cannot and must not lose this legislation.

III THE PLAN

We plan to publish double page advocacy ads in *The Globe and Mail* in English and *La Presse* in French late in September. The rationale for selecting an advocacy advertisement as the desired campaign tool is explained in *Responsibility to Public Health*.

It is critical that we send a strong message to the Prime Minister, to Cabinet and to Health Minister David Dingwall. We wish to have health units, the health professions, boards of health, cancer, heart and lung agencies, provincial interagency councils, teachers and school boards sign on from coast-to-coast. We know of no other advocacy project underway which, for the reasons explained in the booklet, has the potential to create enough public concern to achieve the desired legislative effect.

IV THE DEADLINE FOR YOUR RESPONSE - SEPTEMBER 24, 1996

Tuesday, September 24th is a fast turnaround. But the health and human service community has done it before. In fact, the Integrity Ad shown as an Appendix in the booklet was published within 72 hours of conception!

A project of this size and complexity is expensive, however. It requires professional organizers to implement and yet must be kept flexible enough to respond to last minute political developments. If this deadline presents a serious problem for you, please call us. To reflect developments, the text of the ads could change. Please refer to the attachments

- 3 -

for information on any language changes in the ad text which have been planned subsequent to the enclosed pre-publication printing of the ad. If you have any questions about the project or the deadline, please call as soon as possible.

V REQUEST FOR SUPPORT

We need support in two forms:

1. Endorsement of the double page ad in *The Globe and Mail*

It is critical that health interests and health professions from coast-to-coast endorse and contribute financially to the ad project. The enclosure will explain at pages 10 to 12 the innovative way we plan to finance this ad and the cost to endorsing organizations. A full page of endorsers will send a strong message to the Prime Minister, to his Cabinet, and to the national press.

Please call or fax your response to the project organizers at (416) 967-7353 or Fax (416) 928-1860.

2. Letters to your local MPs, to members of Cabinet, especially your local Cabinet ministers, and to the Prime Minister

Read the attached memo. Then fax letters as soon as possible to Cabinet ministers and MPs. Express your organization's determination that this legislation be introduced for first reading as soon as the House resumes, and that it be passed this fall. Send a separate letter or copy to the Prime Minister. These letters are critical. Emphasize the urgency of action and stress accountability.

VI CONCLUDING REMARKS

Michael Pertschuk, a former Chair of the United States Federal Trade Commission (FTC) and now an advisor to the American Cancer Society tells health organizations around the world that tobacco morbidity and mortality continue because health interests have failed to turn up the heat on legislators. From his experience at the FTC, he saw from inside government the reaction of legislators when the health community interacted with government. Pertschuk advises that the health lobby "is large enough". But it lacks "intensity." It fails to demand change, raise and maintain pressure, and exact accountability. The tobacco lobby does these things very effectively.

This project is an attempt to have the Canadian health community bring "intensity" to the debate. Let us combine forces to achieve this legislation on behalf of a generation of kids. Contact us, as soon as possible, and give us your endorsement.

NEWS RELEASE / COMMUNIQUÉ

FOR RELEASE: WEDNESDAY, JULY 10, 1996, 10:30 A.M.

RE: CANADA ON THE VERGE OF LOSING TOBACCO LEGISLATION

Excerpts

Ottawa - On the eve of a federal Cabinet retreat which could decide pre-election priorities, a coalition of health interests today warned Canadians that the government's promised tobacco legislation is seriously threatened and may soon be lost. The Canadian Medical Association, Canadian Pharmaceutical Association, Canadian Dental Association, and several other national and regional organizations sounded the alarm . . .

"Tragically, we are close to losing the promised legislation. Yet, thousands of Canadians who have major responsibilities for health care have no idea that this critical health legislation is about to be lost," said Janice Forsythe, Executive Director, Canadian Council on Smoking and Health . . .

"It is essential that we warn the public . . . The Canadian Medical Association reminds the government that it has a responsibility to deal with this problem, and that physicians across the country will hold the government accountable," said Dr. Jack Armstrong, President of the Canadian Medical Association . . .

"By any measure, we have a crisis in public health. Physicians think this has gone on long enough. We are here to tell the Prime Minister that we plan to put the responsibility for the preventable deaths right on his desk," said Dr. David Esdaile, Vice-President of Physicians for a Smoke-Free Canada . . .

"What is unfolding will have tragic consequences . . . We will make the health of our children and the government's failure to regulate the tobacco industry an issue of integrity for the Prime Minister. Failure to act in light of what is going on around us is simply unconscionable," said Mr. Fevang, Executive Director of the Canadian Pharmaceutical Association.

• Canadian Council on Smoking and Health • Canadian Dental Association • Canadian Medical Association
 • Canadian Pharmaceutical Association • Non-Smokers' Rights Association • Ontario Medical Association
 • Physicians for a Smoke-Free Canada • The Lung Association / • Association dentaire canadienne • Association médicale
 canadienne • Association médicale de l'Ontario • Association pharmaceutique canadienne • Association pour les droits des non-
 fumeurs • L'Association pulmonaire • Conseil canadien sur le tabagisme et la santé • Médecins pour un Canada sans fumée

URGENT!

FAX

PLEASE!

TO:

CAMPAIGN TO SAVE THE TOBACCO LEGISLATION

Tel. 416-967-7353

Fax 416-928-1860

September____, 1996
(please insert date)

Dear Members of the Campaign Committee:

We support the Campaign's objectives and agree to endorse the Campaign Ad as a:

- | | | |
|--------------------------|---|---------|
| ☐ | Category 1 organization - appearing in the largest type | \$2,500 |
| ☐ | Category 2 organization - appearing in large type | \$1,000 |
| ☐ | Category 3 organization - appearing in medium type | \$500 |
| ☐ | Category 4 organization - appearing in small type | \$250 |

Our cheque will be forwarded to you on: _____.

Organization: _____ Signature: _____

(print) Title: _____ (print) Name: _____

Address: _____

Phone: _____ Fax: _____ e-mail: _____

Campaign participants include the Ontario Medical Association, the Canadian Council on Smoking and Health, the Canadian Pharmaceutical Association, the Canadian Lung Association, the Canadian Cancer Society, the Non-Smokers' Rights Association, the City of Toronto, Department of Public Health, and others...



Fax (905) 574-8166

Phone (905) 574-8285

ONTARIO SECONDARY SCHOOL TEACHERS' FEDERATION

District 8 Office

1423 Upper Ottawa, Units 2 & 3

Hamilton, Ontario L8W 3J6

Referred to Operations and Finance Committee at
1996 10 17 Board

October 9, 1996

Mr. D. Goodridge
Secretary
Hamilton Board of Education
100 Main St. W.
Hamilton, ON L8N 3L1

OFFICE OF THE
OCT 11 1996
DIRECTOR OF EDUCATION

Dear Trustees:

It has come to the attention of District 8 OSSTF that the government of Ontario is planning to introduce workfare into education. The idea is to give credit to welfare recipients who volunteer in schools and other Board of Education locations.

In light of all the cutbacks in education we see this as an attempt by the government to replace paid workers who have recently lost their jobs with unpaid volunteers. This Federation and the other Federations have always welcomed **parent** volunteers to help in the classroom **but** we would have great difficulty relating this to any kind of workfare program.

We feel that the safety and security of the schools, the students, and the employees would be jeopardized by any attempt to use workfare. As well, we would hope that you would not encourage this government to make any further cuts by using untrained people in our schools. We would appreciate knowing if the Hamilton Board has any plans to participate in such a program.

We hope to hear from you forthwith regarding this matter.

Yours in Education,

Doug Robb

Chair of the District Co-ordinating Committee

DR:js
cc HTF
OPEIU
CUPE



STANFORD UNIVERSITY SCHOOL TEACHERS' PENSION

STANFORD UNIVERSITY SCHOOL TEACHERS' PENSION

STANFORD UNIVERSITY SCHOOL TEACHERS' PENSION



Stanford University School Teachers' Pension
1000 Leland Avenue
Stanford, CA 94305-5080

Stanford, CA 94305

Stanford University
1000 Leland Avenue
Stanford, CA 94305-5080

Mr. J. L. Leland
Stanford University
1000 Leland Avenue
Stanford, CA 94305-5080

Dear Mr. Leland:

It has been a pleasure to meet you at the Stanford University School Teachers' Pension Conference. We are pleased to have you at the conference and to have you at the conference.

I am sure that the conference will be a very successful one. We are sure that the conference will be a very successful one. We are sure that the conference will be a very successful one.

We are sure that the conference will be a very successful one. We are sure that the conference will be a very successful one. We are sure that the conference will be a very successful one.

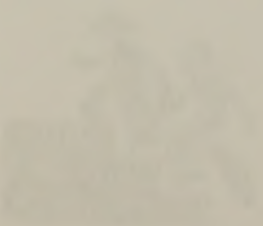
Yours faithfully,

A handwritten signature in dark ink, appearing to be 'J. L. Leland'.

Very truly yours,

Chairman of the Stanford University School Teachers' Pension

Yours faithfully,
J. L. Leland
Stanford University
1000 Leland Avenue
Stanford, CA 94305-5080



REPORT OF THE TRANSPORTATION COMMITTEE

Present: Trustees Darby (Chairman), Cunningham and Desmarais.

Also Present: Trustees Hicks and Rogers.

Officials Present: P. Gillie (Secretary Pro Tem and Superintendent - Administrative and Operational Services), D. Sage (Manager - Audit/Property and Insurance/Property Tax Assessment/Transportation) and G. Christmas (Financial Services Department).

The Committee recommends:

GENERAL

1. That the Review of the Final Report of the Transportation [Special Education] Working Group be received for information and the following recommendation approved:

a) That no action be taken on the Board's Walking Distance Policy at this time.

2. That the Status Report on Student Transportation be received for information and the following recommendations approved:

a) That the verbal update regarding Carrier Consultations be received for information.

b) That no action be taken with respect to the Laidlaw Transit Ltd. proposal until the future of a county-wide transportation consortium has been considered.

c) That, effective 1996 07 01, responsibility for student transportation be assigned to the Property, Assessment and Audit Department through the re-alignment of duties among existing full-time equivalent positions.

Respectfully submitted

Committee Room
1996 10 09

G. DARBY
Chairman

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

REPORT OF THE HIV/AIDS POLICY COMMITTEE

Present: Trustees Johnstone (Chairman), Darby, Johnston and Stewart

Officials Present: Dr. F. Cooke, Assistant Superintendent of Program and S. Green-Gibson, Project Team Leader - Student Services and Community Linkage

The Committee recommends:

GENERAL

1. That, in order to provide information on HIV/AIDS infection to students in a timely manner, it is recommended that students be provided information on HIV/AIDS as part of the compulsory curriculum beginning at the Grade 7 level.

2. That the reviewed and amended HIV/AIDS Policy, Guidelines and Operating Procedures (SP-22, SP-23, SP-24) be approved as presented.

Respectfully submitted

Committee Room
1996 10 10
1996 11 07

E. JOHNSTONE
Chairman

THE UNIVERSITY OF CHICAGO

DEPARTMENT OF THE HISTORY OF ARTS

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

THE HISTORY OF ARTS AND ARCHITECTURE

Hamilton Board of Education
Education Centre
1996 11 12

To the Chairman and Members,
Operations and Finance Committee
Hamilton Board of Education

Ladies and Gentlemen:

I have the honour to present the following recommendations for your approval:

E L E M E N T A R Y / S E C O N D A R Y

(a) That the following trip requests be approved:

- (i) Adelaide Hoodless, Grades 6 to 8 [Camp Wanakita, Haliburton], 1997 02 02-05
(Sunday to Wednesday).
- (ii) Adelaide Hoodless, Grades 6 to 8 [Camp Wanakita, Haliburton], 1997 06 08-11
(Sunday to Wednesday).
- (iii) Queen Mary, Grades 6 to 8, [Ski Trip, Mount St. Louis/Moonstone], 1997 02 05-06
(Wednesday to Thursday).
- (iv) Barton, Grades 9 - OAC, [Invitational Cross County Meet, Barrie], 1996 12 17
(Tuesday).
- (v) Barton, Grades 9 - OAC, [Invitational Cross Country Meet, Barrie], 1997 01 08
(Wednesday).
- (vi) Barton, Grades 9 - OAC, [Invitational Cross Country Meet, Barrie], 1997 01 15
(Wednesday).
- (vii) Barton, Grades 9 - OAC, [Invitational High School Meet, Orangeville], 1997 01 30
(Thursday).
- (viii) Glendale, Grades 11 to OAC [Basketball Tournament, London, Ont.], 1996 11 29-30
(Friday to Saturday).
- (ix) Glendale, Grades 11 to OAC [Basketball Tournament/Cultural Exchange - Dunkirk,
N.Y., U.S.A.], 1996 12 06-08 (Friday to Sunday).
- (x) Glendale, Grades 11 to OAC [Basketball Tournament, Kitchener, Ont.], 1997 01 10-
11 (Friday to Saturday).
- (xi) Glendale, Grades 11 to OAC [Basketball Tournament, Guelph, Ont.], 1997 02 07-08
(Friday to Saturday).
- (xii) Hill Park, Grades 10-OAC ["Rams to the Rhine" European Field Study -
Germany/Austria], 1998 03 11-20 (Wednesday to Friday).
- (xiii) Parkview, Grades 9 - 12 [Ski Trip, Mount St. Louis/Moonstone], 1997 01 07-08
(Tuesday to Wednesday).
- (xiv) Scott Park, Grades 10-12 [Band Trip, Cleveland, U.S.A.], 1997 05 02-04 (Friday to
Sunday).

(xv) Westdale, Grades 9 to 10 [Basketball Tournament, Kingston], 1996 11 28-30 (Thursday to Saturday).

(xvi) Westdale, Grades 11 to OAC [Basketball Tournament, London, Ont.], 1996 11 28-30 (Thursday to Saturday).

(xvii) Westdale, Grades 9 to OAC [Ski Trip, Orillia], 1996 12 18 (Wednesday).

(xviii) Westdale, Grades 11 to OAC [Basketball Tournament - Fairdale, Kentucky, U.S.A.], 1996 12 18-23 (Wednesday to Tuesday).

(xix) Westdale, Grades 11 to OAC [Basketball Tournament, University of Windsor], 1996 12 27-29 (Friday to Sunday).

(xx) Westmount, OAC [Mehock Relays - Mansfield, Ohio, U.S.A.], 1997 04 19-20 (Saturday to Sunday).

Respectfully submitted,

D. W. Goodridge
Director of Education
and Secretary

rt

1996 11 12

TO: THE CHAIRMAN AND MEMBERS
OPERATIONS AND FINANCE COMMITTEE

FROM: RICK BINNS, Superintendent of Human Resources Services

RE: VARIANCES IN THE DELIVERY OF LUNCHTIME
SUPERVISION THROUGHOUT THE SYSTEM

BACKGROUND

Due to budget constraints the number of lunchtime supervisors has been reduced resulting in various methods of supervision being provided at lunchtime.

There are currently 272 lunchtime supervisors with approximately 18,800 students enrolled for lunchtime supervision.

The reduction in lunchtime supervisor staff resulted in approximate ratios of 80-1. Schools have dealt with this high ratio in various ways. Some schools are using volunteer parents and students to assist inside or outside with supervision. This allows students to sit in two or three classrooms with volunteers or supervisors in each. Other schools have all students eating in the gym so that they are able to provide the required supervision. In all schools, the administration provides supervision where required and deals with major discipline situations. In several schools teachers continue to provide extra-curricular activities such as choir and various clubs at noon hour.

A pilot program is being operated by the Umbrella Family & Child Centres.(See Appendix i)

ISSUE

To provide information on the variances in the delivery of Lunchtime Supervision throughout the system.

RECOMMENDATION

That this report be received for information only.

RATIONALE

This report is to inform the Board as to the types of supervision being provided throughout the system.

Report Prepared by: Marian Avery, Human Resources Officer, Jennifer Powell-Fralick, Child Care Program Leader

Pilot Lunch Time Supervision Program Operated by Umbrella Family and Child Centres of Hamilton

BACKGROUND INFORMATION

Umbrella Family and Child Centres of Hamilton is a non-profit organization, established through Board motion, to provide high-quality care for preschool and school-aged children in Hamilton Board of Education schools. Trained Early Childhood Educators provide care for approximately 400 children, aged 18 months to 12 years in 8 schools. Umbrella Centres operate Monday to Friday, 12 months per year, from 7:30 a.m. to 6:00 p.m.

When ratios and group sizes in Board lunch rooms increased, several parents whose children attend Umbrella before and after school programs approached the child care centres. They requested that the Umbrella set up a program where their children could eat lunch in a smaller group, under the supervision of the child care centre.

A parent survey, conducted in June 1996, demonstrated support for a supervised fee-for-service lunch program in 3 elementary sites. Therefore, three pilot lunchroom supervision programs were established in September 1996.

PROGRAM INFORMATION

<u>Location</u>	<u>Current Enrolment</u>
Sir Wilfrid Laurier School	20
Gordon Price School	10
Helen Detwiler School	7

Cost: \$2.00 per child per day (this includes supervision, and milk and fresh fruit to supplement the student's packed lunch)

Ratio: one staff per 15 students

Students eat lunch, then participate in indoor or outdoor activities with their Umbrella supervisor. Students are still allowed to participate in extra-curricular noon-hour activities such as sports or choir if they wish.

BUSINESS ARISING FROM THE MINUTES:

GOVERNMENT DOCUMENTS

1. Report re Video Cameras on School Buses (Pilot Basis) **Pages 1 to 2**
2. Report re Role and Impact of Grants Officers in Other School Boards **Pages 3 to 7**
3. Report re Revenue Generation Consortium **Pages 8 to 9**
4. 1997 Resource Management Strategy
 - Reduction/Revenue Generation Initiatives

NEW BUSINESS:

1. Reconstitution of Ad Hoc Committees **Pages 10 to 11**
 - Child Care Committee
 - Fund Raising Committee
 - HIV/AIDS Infection Policy Review Committee
 - Policy Review Committee
 - Transportation Committee
 - Trustee Communications Committee
2. Report re 1996 Forecast of Expenditures and Revenues **Pages 12 to 19**
3. Report re 1997 Insurance Premiums **Pages 20 to 28**
4. Report re Policy for Educational Exchanges and Student Recruitment **Pages 29 to 33**
5. Safe Schools Policy - requested by Trustee Johnstone
6. Request for a Report on the Honeywell Proposal - Trustee Mulholland
7. Motion related to Responsibility for Student Transportation Assigned to the Property, Assessment and Audit Department [referred back to Operations and Finance Committee, 1996 11 28 Board] **Page 34**
8. Report of the Trustee Communications Committee **Page 35**
9. Report of the Policy Review Committee **Pages 36 to 45**

ELEMENTARY/SECONDARY**NEW BUSINESS:**

1. Recommendations of the Director of Education and Secretary **Page 46**

TO: The Chairman and Members
Operations and Finance Committee
1996 12 10

FROM: L. Veerman
Acting Senior Financial Officer

D. Sage, Manager
Property, Audit, Assessment, and Transportation

PREPARED BY: G. Christmas
Transportation and Assessment Officer

RE: VIDEO CAMERAS ON SCHOOL BUSES

REPORT: FOR DECISION

BACKGROUND:

In June 1996 the following recommendation was approved:

"That a video camera be employed on school buses on a pilot basis at the request of the principal and that a review occur in December 1996. "

ISSUE:

To provide an update regarding the usage of video cameras on school buses.

RECOMMENDATION:

That the review on the usage of a video camera on school buses be received for information and the following recommendations be approved:

- (i) That video cameras be employed on school buses as deemed appropriate at no cost to the board, and
- (ii) That the Transportation Policy be amended to allow the use of video cameras.

RATIONALE:

Chedoke school was targeted as a pilot school for using video cameras on the bus. Traditional methods of student management were utilized including issuing misconduct reports, pulling the bus over to the side of the road and returning the students back to the school. These methods had limited success and in the 1994/95 school year an adult monitor had been utilized on a temporary basis.

Escalating in April 1996, Chedoke school and Laidlaw became frustrated with the traditional methods to resolve bus misconduct concerns. The rowdiness of the students on Route 2 in particular was a major safety concern as the drivers were unable to fully concentrate on the road. The drivers on this route were becoming increasingly frustrated and spare drivers had to be utilized. This lack of driver continuity decreased the effectiveness of the disciplinary management techniques utilized by the school and increased their bus disciplinary workload.

It should be noted that when a "black box" is mounted at the front of the bus a camera may or may not be inside. On May 13 a "black box" was installed on Chedoke Bus Route 2. A camera was borrowed from Wentworth County Board of Education at no cost and installed.

A distinct change for the better in the students conduct was experienced by both the school and the driver. They found the camera an effective tool to control the misconduct. A "black box" has not been requested for use in September 1996 on this route.

On September 13 Chedoke Route 1 was experiencing misconduct difficulties. The placement of a "black box" on this route has controlled the situation to date.

Video cameras have been utilized for three years by the Wentworth County Board of Education with great success. All their buses have installed camera boxes and three cameras rotate as required. The Hamilton-Wentworth Roman Catholic Separate School Board is conducting a video camera pilot project for secondary school buses beginning September 1996 serviced by one video camera.

To: The Chairman and Members
Operations and Finance Committee
1996 12 10

From: Lucy R. Veerman
Acting Senior Financial Officer

Re: Role and Impact of Grants Officers in Other School Boards

Purpose: Information

Background:

In September 1995, the Board approved The Fundraising Feasibility Study to obtain critical information on factors which could assist the Board in developing a fund raising strategy. One of the specific items to be reviewed dealt with the corporate development strategy/policy and the staffing associated with this function (such as possible linkages with a Grants portfolio). The Report Of The Fundraising Committee presented at Operations and Finance Committee in October 1996, recommended the following motion:

"That the Acting Senior Financial Officer provide a report to the Operations and Finance Committee, in December, on the role and impact of grants officers in other school boards as well as staffing strategies associated with these roles."

The Fundraising Committee also recommended that the Chairman appoint five trustees to form a Fund Raising / Corporate Partnership Policy Committee with a mandate to develop a system-wide policy and related procedures and the Committee report back to the Operations and Finance Committee, by February 1997.

Issue:

To provide information to the Trustees on the practices of other Boards on the role, impact and staffing strategies associated with the position of grants officer.

Recommendation:

That the position of grants officer be considered by the Fund Raising / Corporate Partnership Policy Committee and that a recommendation be included in their report to the Operations and Finance Committee due February 1997.

Rationale:

Many Boards are taking a very proactive approach in staffing the position of "grants officer". This function often includes responsibility for revenue generation, fundraising and corporate sponsorship. The rationale for this type of position is not new or unique. It has evolved mainly as a

result of a decrease in the financial resources available to School Boards and the need for increased educational support to the community. The following summarizes information shared by the Boards:

Ever since the Government merged the Ministry of Education with the Ministry of Colleges and Universities, the distinction between education and training has been blurred.

This fact, along with the Provincial and Federal Government's commitment to life-long learning has brought about a major revolution in how communities look at their schools and their boards of education. The public realizes that school boards are going to have to do more with less. At the same time they have high expectations about the services boards should provide.

With the recent provincial reductions, coupled with a taxpayer "revolt" school boards are caught between a rock and a hard place. Some Boards are having difficulty with their assessment base - industries and businesses are not providing the same revenue they have in the past. This will not become any easier in the future. If governments are to trim their deficits, they will do so at the expense of educational funding and support to existing services. New programs for the future, no matter how relevant to the community are in jeopardy. It is clear that Boards of Education must be entrepreneurial in their approach to funding. If they are to meet community expectations they will have to tap other markets in order to provide life-long learning to all its citizens - JK to adults.

There are methods of developing funding proposals to enhance the local financial situation. Boards are offering programs in partnership with hundreds of organizations and community agencies. In some areas new funding has become available because of the successful work of staff with the office of government and business programs accessing these funds.

Refer to Appendix A for examples of the types of programs offered and funding accessed by the Boards.

The Boards contacted that have a person assigned to the role of grants officer have indicated that such a position has been very successful for their Board. They have measured success not only from a financial point of view (additional revenue) but also in terms of improving the Board's profile in the community. The Boards are perceived as offering a service to the community; more organizations are interested in pursuing joint ventures with the Boards; business partnerships have increased substantially; additional resources, both in-kind and financial, have become available to the schools. The Boards also indicated that the level of success is directly related to the amount of time available to pursue these funding alternatives.

The role of grants officer and the staffing strategies associated with this role has been summarized in Appendix B and C.

Appendix A**Examples of Funding Sources Accessed By School Boards**

Human Resources Development Canada
 Human Resources Development Canada - Youth Services Canada
 Canadian Jobs Strategy - Project Based Training
 Citizenship and Immigration Canada
 MET - Technology Incentive Partnership Program
 MET - Secondary School Reform Initiatives
 Ministry of Environment and Energy
 Ronald McDonald Children's Charities of Canada
 Adult Basic Literacy
 Canada Employment Centre
 Partners in Education
 Ontario Training Advisory Board (OTAB)
 Local Training Advisory Board (LTAB)
 LINC
 JobLINK
 Industrial Training Corp.
 Youth Services Corps
 Job Creations Section 25
 Immigrant Settlement Adjustment Program
 Adjustment Assistance
 JobsOntario
 JobsOntario Youth
 Environmental Youth Corp.

**Types of Projects/Programs Offered By School Boards
 And Funded By A Grant Source or Community Partner**

Adult Retraining Programs
 Language and Literacy Programs
 Partners in Education Programs
 Special School Community Projects
 Staff Assistance Programs
 Summer Career Placement Program
 Environmental Youth Corps
 One-Of-A-Kind Camp
 Adaptive Technologies for Special Needs Students
 Change Your Future
 Kindergarten Language Centre
 Canadian Institute of Reading Recovery
 Computer Repair Project
 Breakfast Club
 Bridges - Secondary School Reform
 Kids Count Program

Appendix B

Role Of The Grants Officer

The roles and responsibilities of grants officers of the School Boards contacted can be summarized as follows:

- Identify potential funding for programs and services
- Co-ordinate all applications for external special grants
- Initiate and assist with the preparation of grant applications
- Liaise with community agencies, government agencies and board staff regarding special project initiatives
- Develop corporate partnerships which will meet both the business needs of the corporation while ensuring the Board's focus on student needs
- co-ordination of corporate sponsorships
- Provide in-service training to superintendents, principals, managers and supervisors regarding special grants and the application process
- Develop and recommend policy direction and procedures related to new programs, external funding and partnerships
- Assist the schools and community in developing partnership programs
- Develop and market training and retraining projects
- Establish, develop, maintain, operate and license one or more non-profit community based Training Centres
- Liaise with community, government agencies, organizations and educational institutions in establishing and developing non-profit community based training programs and services

Appendix C

Staffing Strategies For The Position Of Grants Officer

The staffing strategies taken by the Boards contacted can be summarized into four categories:

- 1) No specific responsibility assigned to any staff position for the investigation of additional funding alternatives. If a staff member becomes aware of potential grants he/she would contact the consultant/department head responsible for that particular subject to determine if an application should be submitted.
- 2) Responsibility assigned to the Superintendent of Adult and Continuing Education Department with appropriate staffing. One Board has in excess of 30 staff members assigned to this initiative.
- 3) A separate full time position is assigned the responsibility of pursuing alternative sources of funding. Examples of the positions are:
 - Corporate and Community Liaison Officer
 - Community Training Liaison Officer
 - Partnership Development Co-Ordinator
 - Development Officer - Community Services and Training

These positions are on a cost recovery basis and/or yearly renewal.

- 4) Incorporation of a separate arms length agency has been formed such as a "Non-Governmental Organization." (NGO). This incorporated body is eligible to apply for federal and provincial funds that are presently not accessible to school boards. An NGO can provide many benefits such as new equipment, capital renewal, administrative fees, space rental, new skills program, and transition to work projects.

THE HISTORY OF THE UNITED STATES OF AMERICA

The history of the United States of America is a story of growth and change, from a small collection of colonies to a powerful nation.

The first part of the story is the early years, when the colonies were established and began to develop their own identities.

The second part of the story is the period of the American Revolution, when the colonies fought for independence from Britain.

The third part of the story is the period of the early republic, when the new nation was established and began to grow.

The fourth part of the story is the period of the mid-19th century, when the nation was divided by the issue of slavery.

The fifth part of the story is the period of the Civil War, when the nation was torn apart by the struggle over slavery.

The sixth part of the story is the period of Reconstruction, when the nation was reunited and the South was brought back into the Union.

The seventh part of the story is the period of the late 19th century, when the nation was united and began to grow again.

The eighth part of the story is the period of the early 20th century, when the nation was united and began to grow again.

The ninth part of the story is the period of the mid-20th century, when the nation was united and began to grow again.

The tenth part of the story is the period of the late 20th century, when the nation was united and began to grow again.

1996 12 10

To the Chairman and Members
Operations and Finance Committee
Hamilton Board of Education

FROM: D. W. Goodridge, Director of Education and Secretary

RE: REVENUE GENERATION CONSORTIUM

REPORT CLASSIFICATION: Decision

BACKGROUND

Directors of Education from 16 Southwestern Ontario school boards (see attached) have been meeting to discuss the formation of a purchasing and revenue generating consortium. The first meeting in August, 1996 introduced the revenue generation proposal and the concept produced a positive response. From that meeting, a consortium group of Directors met on a regular basis to further develop and share ideas for revenue generation.

As a result, the Ontario Member School Board Corporation will be formed in January, 1997.

ISSUE

To determine the Trustees' position as a member of this Consortium.

RECOMMENDATIONS

1. That the Board of Education for the City of Hamilton participate as a member of the Ontario Member School Board Corporation.
2. That update reports be provided to the members as required.

RATIONALE

The objective of the Consortium will be to administer a central buying group providing quantity purchasing benefits and conduct supplier negotiations for its member school boards. It will also be investigating and implementing revenue generating and cost saving initiatives by making use of the resources available to its member school boards.

This focus on achieving savings from economy of scale and purchasing power will ultimately save important dollars that could be directed to the classroom. We believe that this is also a significant step towards the government's announced intention to "promote co-operation between school boards in realizing savings and efficiency gains outside the classroom ..."

REVENUE GENERATION CONSORTIUM FAX NUMBERS

Oxford County Board of Education Fax 519-539-1905

Elgin County Board of Education Fax 519-633-1622

Middlesex County Board of Education Fax 519-471-1913

Norfolk Board of Education Fax 519-428-2484

Dufferin County Board of Education Fax 519-942-2450

Brant County Board of Education Fax 519-756-9181

Perth County Board of Education Fax 519-271-2324

Waterloo County Board of Education Fax 519-742-1364

Peel Board of Education (Director's Fax) 905-890-6698

Niagara South Board of Education fax 905-735-5285

Lincoln County Board of Education Fax 905-685-8511

Halton Board of Education Fax 905-335-9802

Haldimand Board of Education Fax 905-772-3878

London Board of Education Fax 519-452-2395

Wellington County Board of Education Fax 519-822-4487

MANDATES - AD HOC COMMITTEES**CHILD CARE COMMITTEE:**

That the Child Care Committee be reconstituted for 1997 to consist of five members appointed by the Chairman of the Board and that the mandate of the committee be:

a) that the Child Care Programs be reviewed annually in accordance with the Criteria and Weighting Form for School/Child Care Link-up and be presented to the Board for approval in May of each year.

[Adopted at June, 1994 Board]

FUND RAISING COMMITTEE

That the Fund Raising/Corporate Partnership Policy Committee be reconstituted for 1997 to consist of five members appointed by the Chairman of the Board and that the mandate of the Committee be: to develop a system-wide policy and related procedures (using, as appropriate, partnership and development policies provided in the Ketchum Fund Raising Study Report) and that the Committee report back to Operations and Finance Committee by February 1997. The purpose of this policy would be to provide direction at both the school and system level on fund raising initiatives and corporate partnerships/sponsorships

[Adopted at the 1996 10 Operations and Finance Committee and Board]

HIV/AIDS INFECTION POLICY REVIEW COMMITTEE:

That the HIV/AIDS Infection Policy Review Committee be reconstituted for 1997 to consist of five members appointed by the Chairman of the Board and that the mandate of the Committee be to:

a) review current practices at least on an annual basis and assess the need for the revision of policies in line with current developments in the medical/legal communities while maintaining a close liaison with the Medical Officer of Health in evaluating all new information with respect to AIDS/HIV. (Acquired Immune Deficiency Syndrome/Human Immunodeficiency Virus Infection).

[Clause a) adopted at 1988 03 meetings of the Operations Management Committee and Board]

POLICY REVIEW COMMITTEE

That the Policy Review Committee be reconstituted for 1997 to consist of five members appointed by the Chairman of the Board and that the mandate of the Committee be: to review policies of the Board and report back to the Operations and Finance Committee before the end of November, 1997.

[Adopted at the 1996 05 meetings of the Operations and Finance Committee and Board]

TRANSPORTATION COMMITTEE

That the Transportation Committee be reconstituted for 1997 to consist of five members appointed by the Chairman of the Board and that the mandate of the committee be: to review the Board's Walking Distance Policy and consider any matter pertaining to transportation of students.

[Adopted at the 1996 11 meetings of the Operations and Finance Committee and Board]

TRUSTEE COMMUNICATIONS COMMITTEE:

That the Trustee Communications Committee be re-constituted for 1997 to consist of five trustees to investigate the impact of information gathering, processing and dissemination available to trustees, an attempt to establish communication guidelines for trustees that could be used [in the production of newsletters*] and other forms of trustee communications and that the Committee report to the Operations and Finance Committee.

***completed**

TO: The Chairman and Members of
Operations and Finance Committee
1996 12 10

FROM: Lucy Veerman
Acting Senior Financial Officer

PREPARED BY: Irene Polidori, Manager - Financial Services
Michael Newman, Budget Analyst
Joyce Ferguson, Payroll Supervisor

RE: 1996 Forecast of Expenditures and Revenues

REPORT: Information

Background:

The financial forecast is a projection of the Board's December 31, 1996 year end financial position. This forecast has been compiled from information received through consultation with the stakeholders of the system and is an estimate of their assumptions, system experiences and financial patterns that have evolved to date. The December 31, 1996 year end information will be provided during the budget process and audited results of our 1996 operations will be presented to Board in April 1997.

This forecast position is subject to change should circumstances arise that have not been currently anticipated.

Issue:

To review the 1996 forecast of expenditures and revenues.

Recommendations:

That the report be received for information.

Rationale:

The analysis of expenditures and revenues is enclosed.

**The Board Of Education For The City Of Hamilton
1996 Financial Forecast
For The Year Ended December 31, 1996**

Summary of Deficit From Operating Expenditures and Revenues

Refer to Forecast of Expenditures and Revenues for additional information.

**Surplus
(Deficit)**

Remuneration:

Salaries and Wages:

Contract Negotiation reductions not achieved	(5,000,000)	
Caretaking Workload study not implemented (Sept. 1996)	(700,000)	
Additional Staffing per Staffing Report 1996 11 14 (Contract compliance/Program needs)	(1,286,000)	
Early Retirement Incentive Plan (E.R.I.P.)		
Difference in salaries between employees electing E.R.I.P. and those replacing them (to be used to offset cost of E.R.I.P., per Board Motion 1996 04 16)	1,026,000 *	
Savings as a result of:		
Reduction of 72.8 Teachers (per Board Motion 1996 06 27)	1,200,000	
Difference in salary between permanent staff on leave and replacements	352,000	
Temporary Assistance	300,000	
Permanent positions temporarily vacant/Increments/ Category Upgrades/Job Re-evaluations/Severance payments lower than anticipated	993,000	
Difference in salaries between employees who retired before E.R.I.P. package approved and replacements	461,000	(2,654,000)

Employee Benefits:

Cost of Early Retirement Incentive Plan (E.R.I.P.)	(2,047,000) *	
Reduction in Retirement Gratuity Provision (per Board Motion 1996 04 16)	1,021,000 *	
Savings in Statutory and Negotiated Benefits, offset by cost of moving from Schedule 1 to Schedule 2 in Workers' Compensation (per Board Motion 1996 02 08)	949,000	(77,000)

Fixed:

Transportation:

Reduction in budgeted number of students using Home-to-School vehicles for the January to June 1996 period	182,000
---	---------

Tuition Fee Expenditure:

Decrease in tuition fees charged by the Hamilton-Wentworth Roman Catholic Separate School Board for open access students of \$242 per pupil and a reduction of 20.90 full-time equivalent students.	453,000
---	---------

Balance Forward

(2,096,000)

**The Board Of Education For The City Of Hamilton
1996 Financial Forecast
For The Year Ended December 31, 1996**

Summary of Deficit From Operating Expenditures and Revenues

Refer to Forecast of Expenditures and Revenues for additional information.

		Surplus (Deficit)
Balance Forward		(2,096,000)
Other Expenditures and Revenues:		
Capital Expenditures:		
Ministry portion of Asbestos removal, Facilities Renewal and C.O.I.W. Program	(1,786,000)	
Offset by Direct Capital Grants	<u>1,786,000</u>	0
General Legislative Grants:		
Increase in Elementary/Secondary Enrolment	945,000	
Increase in Additional Language Instruction grant due to increase in E.A.S.L. teaching staff (effective September 1996)	500,000	
Other	<u>(115,000)</u>	1,330,000
Tuition Fee Revenue:		
Decrease in non-resident enrolment of 49.10 full-time equivalent students.		(342,000)
Other Expenditure and Revenue Adjustments		<u>246,000</u>
Deficit From Operating Expenditures and Revenues		(862,000)
Retirement Gratuity Provision adjustment necessary to agree with Actuarial Report Requirements *		<u>(1,021,000)</u>
Projected Deficit for 1996, including Retirement Gratuity Provision Adjustment		<u><u>(1,883,000)</u></u>

*** Early Retirement Incentive Plan - 1996**

Cost of E.R.I.P. package		(\$2,047,000)
Early Retirement Salary Differential -		
Elementary	\$270,000	
Secondary	<u>\$756,000</u>	<u>\$1,026,000</u>
		(\$1,021,000)
Reduction In Gratuity Provision		<u>\$1,021,000</u>
Cost of E.R.I.P. package to Board		<u><u>\$0</u></u>

The Board of Education for the City of Hamilton
1996 Financial Forecast as at November 30, 1996
For the Year Ended December 31, 1996

EXPENDITURES	1996 APPROVED BUDGET	1996 ACTUALS as at 96 10 31	1996 FORECAST	1996 FORECAST SURPLUS (DEFICIT)	NOTES
<u>Remuneration</u>				<u>Rounded</u>	
Salaries & Wages	188,778,978	161,344,259	191,433,000	(2,654,000)	1
Employee Benefits	26,042,516	17,854,116	26,119,000	(77,000)	2
Total Remuneration	<u>\$ 214,821,494</u>	<u>179,198,375</u>	<u>217,552,000</u>	<u>(2,731,000)</u>	
<u>Fixed</u>					
Energy	5,629,000	4,510,377	5,629,000	0	
Debt Charges	2,921,791	1,909,016	2,922,000	0	
Rentals - Computer Equipment	3,369,667	2,088,016	3,370,000	0	
Fees & Contractuals					
- Transportation	4,549,748	3,271,403	4,368,000	182,000	3
- Insurance	634,504	633,453	634,000	0	
Tuition Fees	5,655,369	2,968,936	5,202,000	453,000	4
Charge Back of Taxes	3,577,220	2,981,018	3,577,000	0	
Total Fixed	<u>26,337,299</u>	<u>18,362,219</u>	<u>25,702,000</u>	<u>635,000</u>	
<u>Variable</u>					
<u>Consumables</u>					
Travel	217,328	134,522			
Personnel Training	93,879	73,083			
Bursaries & Student Aid	92,160	54,902			
Books, Films & Software	999,228	528,783			
Supplies & Services	7,812,945	6,341,114			
Other Expense	956,214	796,755			
	<u>10,171,754</u>	<u>7,929,159</u>			
<u>Contractuals</u>					
Rentals - Other	106,960	56,594			
Fees & Contract. - Other	683,175	409,768			
	<u>790,135</u>	<u>466,362</u>			
<u>Capital</u>					
Repairs, Bldgs & Grnds	2,894,902	2,554,553			
New & Repl. Equipment	1,026,765	1,501,098			
Capital From Current	1,180,917	750,473			
Perm. Improvements	673,185	677,169			
	<u>5,775,769</u>	<u>5,483,293</u>			
<u>Other</u>					
Transfer to Reserves	30,000	0			
	<u>30,000</u>	<u>0</u>			
Total Variable	<u>16,767,658</u>	<u>13,878,814</u>	<u>19,046,000</u>	<u>(2,278,000)</u>	5
Total Expenditures	<u>\$ 257,926,451</u>	<u>211,439,408</u>	<u>262,300,000</u>	<u>(4,374,000)</u>	

The Board of Education for the City of Hamilton
1996 Financial Forecast as at November 30, 1996
For the Year Ended December 31, 1996

REVENUES	1996 APPROVED BUDGET	1996 ACTUALS as at 96 10 31	1996 FORECAST	1996 FORECAST SURPLUS (DEFICIT)	NOTES
<u>Fixed</u>				<u>Rounded</u>	
Net General Legislative Grant \$	74,000,000	57,761,200	75,330,000	1,330,000	6
Direct Capital Grants	0	830,681	1,786,000	1,786,000	7
Suppl. Taxes, T&T, PIL	6,913,330	2,339,993	7,382,000	469,000	8
Tuition Fees	12,061,920	7,618,375	11,720,000	(342,000)	9
	<u>92,975,250</u>	<u>68,550,249</u>	<u>96,218,000</u>	<u>3,243,000</u>	
<u>Variable</u>					
Surplus / (Deficit)	1,082,879	1,012,015	974,000	(109,000)	10
Other Provincial Revenues	1,153,334	661,755	963,000	(190,000)	11
Recoverable Transportation	75,000	(553)	73,000	(2,000)	
Rental Revenue	273,911	297,829	370,000	96,000	
Capital Recoveries	175,000	45,289	652,000	477,000	12
Other Revenue	1,117,395	390,438	1,114,000	(3,000)	
	<u>3,877,519</u>	<u>2,406,773</u>	<u>4,146,000</u>	<u>269,000</u>	
Levy for Mill Rate	161,073,682	133,946,478	161,074,000	0	
	<u>164,951,201</u>	<u>136,353,251</u>	<u>165,220,000</u>	<u>269,000</u>	
Total Revenues	<u>\$ 257,926,451</u>	<u>204,903,500</u>	<u>261,438,000</u>	<u>3,512,000</u>	

DEFICIT FROM OPERATING EXPENDITURES & REVENUES

(862,000)

Retirement Gratuity Provision adjustment necessary to agree
with Actuarial Report Requirements

(1,021,000)

PROJECTED DEFICIT for 1996, including Retirement
Gratuity Provision Adjustment

\$ (1,883,000)

The Board of Education for the City of Hamilton
Notes to the 1996 Financial Forecast

This forecast has been compiled on the basis that actual expenditures by Supervisory Officers will not exceed budget allocations other than items noted below.

NOTE 1**Salaries & Wages**

Contract Negotiation reductions not achieved	\$ (5,000,000)
Caretaking Workload study not implemented (Sept. 1996)	(700,000)
Additional Staffing per Staffing Report 1996 11 14 (Contract compliance/Program needs)	(1,286,000)
Early Retirement Incentive Plan (E.R.I.P.)	
Difference in salaries between employees electing E.R.I.P. and those replacing them (to be used to offset cost of E.R.I.P., per Board Motion 1996 04 16)	1,026,000
Savings as a result of:	
Reduction of 72.8 Teachers (per Board motion 1996 06 27)	1,200,000
Difference in salary between permanent staff on leave and replacements	352,000
Temporary Assistance	300,000
Permanent positions temporarily vacant/Increments/Category Upgrades/Job Re-evaluations/Severance payments lower than anticipated	993,000
Difference in salaries between employees who retired before E.R.I.P. package approved and replacements	461,000
	<u>\$ (2,654,000)</u>

NOTE 2**Employee Benefits**

Cost of Early Retirement Incentive Plan (E.R.I.P.)	(2,047,000)
Reduction in Retirement Gratuity Provision (per Board Motion 96 04 16)	1,021,000
Savings in Statutory and Negotiated Benefits, offset by cost of moving from Schedule 1 to Schedule 2 in Workers' Compensation (per Board Motion 96 02 08)	949,000
	<u>(77,000)</u>

NOTE 3**Transportation**

Reduction in budgeted number of students using Home-to-School vehicles for the January to June 1996 period.

NOTE 4**Tuition Fee Expenditure**

Surplus of \$453,000 as a result of a decrease in tuition fees charged by the Hamilton Wentworth Roman Catholic Separate School Board for open access students of \$242 per student and a reduction of 20.9 full time equivalent students.

NOTE 5**Variable Expenditures****Insurance Claims**

Deficit of \$507,000 as a result of an increase in insurance claims expenditures, offset by proceeds received from insurance company(s) of \$477,000 (see Note 12).

The Board of Education for the City of Hamilton
Notes to the 1996 Financial Forecast

NOTE 5**Variable Expenditures (continued)****Capital Expenditures**

Deficit of \$1,786,000 as the result of an increase in capital expenditures, offset by the Direct Capital Grant (see Note 7). These costs are as follows:

Asbestos Removal	\$ (539,000)
Facilities Renewal	(1,037,000)
C.O.I.W.	(210,000)
	<u>\$ (1,786,000)</u>

Short Term Borrowing

Surplus of \$15,000 in short term borrowing costs as a result of fluctuations in interest rates.

NOTE 6**General Legislative Grants**

Increase in Elementary & Secondary enrolment	\$ 945,000
Increase in Additional Lang. Instr. grant due to increase in E.A.S.L teaching staff (effective September 1996).	500,000
Other	(115,000)
	<u>\$ 1,330,000</u>

NOTE 7**Direct Capital Grants**

This grant represents the funding for the Ministry's share of various Capital projects. The expenditure offset is detailed under Note 5. These projects include:

Asbestos Removal	\$ 539,000
Facilities Renewal	1,037,000
C.O.I.W. Program	210,000
	<u>\$ 1,786,000</u>

NOTE 8**Supplementary Taxes**

Surplus of \$469,000 as a result of Supplementary Tax receipts greater than amount budgeted.

NOTE 9**Tuition Fee Revenue**

Deficit of \$342,000 as a result of a decrease in the non-resident enrolment of 49.10 full time equivalent students.

NOTE 10**Prior Years Deficit**

Deficit of \$109,000 reflects adjustments made by the Ministry to the 1993, 1994 and the 1995 General Legislative Grants.

The Board of Education for the City of Hamilton
Notes to the 1996 Financial Forecast

NOTE 11 Other Provincial Revenues

Deficit of \$190,000 mainly as a result of the change from Schedule 1 to Schedule 2 for Workers' Compensation Board approved at the Personnel and Organization Committee meeting (1996 02 08).

NOTE 12 Capital Recoveries

Surplus of \$477,000 is the result of recoveries from insurance claims and is offset by the deficit in insurance claims expenditures per note 5.

TO: The Chairman and Members
Operations and Finance Committee
1996 12 04

FROM: L. Veerman, Acting Senior Financial Officer
Financial Services
D. Sage, Manager
Property, Audit, Assessment and Transportation

RE: **1997 Insurance Premiums**

REPORT: For Decision

BACKGROUND:

Section 171 (46) of the Education Act grants the power to boards to provide for insurance against risks that may involve pecuniary loss or liability on the part of the board, and for paying premiums therefore.

In the early 1980's large liability claims settlements along with enormous claims from natural disasters impacted on the international insurance markets. Insurance premiums were being pushed beyond what the market could bear, thus necessitating the need for competition within the insurance industry. By 1987, 130 school boards opted for self-insurance through a joint venture called OSBIE (an acronym for the Ontario School Board's Insurance Exchange). OSBIE's member boards pool their insurance funds to pay for losses occurring within this specific group.

The Hamilton Board debated the merits of the reciprocal exchange and decided to join the self-insured liability program. The property portfolio continued to be secured through independent markets. When securing an insurance program with OSBIE a school board must contractually commit to a five year term. Appendix A briefly highlights the advantages of a reciprocal and of a private insurer.

The Board of Education for the City of Hamilton maintains insurance coverage for risk areas such as liability, automobile, aviation and travel, property, crime, data processing, and boiler and machinery. A summary of insurance policy premiums 1994-1996 and 1997 quotes has been detailed in Appendix B. This exhibit also highlights policy deductibles and policy limits.

The Board's property policy historically contained a per claim deductible of \$10,000.00. As property occurrences are reported, claims under the deductible can not be paid through insurance proceeds. Where replacement or repair is necessary, related expenditures are charged to individual superintendents' vandalism accounts.

In 1991 the following recommendations regarding the Burglary/Vandalism and Glass Replacement Report were approved:

- a) That the report be received for information.
- b) That the report be presented to committee when there are significant changes from year to year.

Since 1991 actual vandalism expense has averaged \$286,000 and a 1996 budget of \$300,000 was approved.

In 1994 02 08 a Burglary, Theft and Vandalism Report was presented to committee and received for information. To date the spending pattern remains constant with previous years whereby approximately 70% of the 1996 budget will be expensed for small acts of vandalism i.e. broken windows, graffiti and minor repair. The remaining 30% is reserved by superintendents for the

replacement of stolen or damaged equipment. Although vandalism costs have remained relatively constant, the dollar value of insurance claims have escalated. A five year history of reported claims have been prepared in Appendix C. This experience market wide has placed tremendous pressure on the independent insurance industry and OSBIE to control premium increases.

The Board's loss ratio forms the basis for the acceptance of a risk or establishing a premium. A loss ratio is defined as the comparison of payouts by our insurers as a percentage of the premium collected. A summary of the property section loss ratios are as followings:

10 year loss ratio	121.5%
5 year loss ratio	232 %
3 year loss ratio	221.7 %
1 year loss ratio	492 %

For the period 01 01 1990 to 06 30 1995 the Board's liability loss ratio has averaged 88%. The growing complexity of society, the growing complexity of risks, the growing exposure all challenge both the insurance provider and the policy holders to work together trying to ensure full access to coverage at a reasonable price.

In order to determine the best suited insurance program for the upcoming year, both the reciprocal exchange market (OSBIE) and the independent insurance markets were requested to provide 1997 quotes.

ISSUES:

- * To update trustees on the Board's overall vandalism experience.
- * To apprise trustees on the 1997 insurance premium quotes.

RECOMMENDATIONS:

- a) That a five year renewal contract be entered into with OSBIE for the continuation of the Board's liability insurance portfolio and the 1997 premium of \$317,220 be paid plus applicable taxes.
- b) That the property of every description, automobile, data processing, boiler, machinery and crime portfolios for 1997 be administered through Dalton Insurance and the premium of \$302,737 be paid plus applicable taxes.
- c) That the aviation and travel annual portfolio be renewed with OSBIE and that the 1997 premium of \$703.08 be paid plus applicable taxes.

RATIONALE:

As of December 31, 1996, all existing insurance policies expire and must be renewed effective January 1, 1997. Request for quotes began in January 1996 although rates could not be obtained until November. In regards to the Board's liability portfolio, the alternate markets to OSBIE did not respond with favourable results and as stated by the Board's agent, in many cases the form of coverage offered was not as broad as currently and specifically offered by the Board's present liability insurer.

This finding was consistent with all other school boards that served notice of termination with OSBIE.

In regards to the Board's property, crime, auto, date processing and boiler insurance portfolio, both OSBIE and the independent market quoted. The quotes can be summarized as follows:

OSBIE	\$319,377
DALTON	\$302,737
VARIANCE	\$ 16,640

Due to the continuing loss experiences (loss ratio of 121.5% for the last 10 years) the independent insurers were forced to apply a minimum deductible of \$25,000. OSBIE provided a quote at a \$10,000 deductible which would increase their premium by approximately \$40,000. In comparison, additional savings in premium could be generated should the deductible limits be raised, i.e.

Dalton Deductible Option	Annual Saving
\$ 50,000	\$26,009
\$ 75,000	\$36,412
\$100,000	\$46,815

(Note: the Halton Board of Education has a \$75,000 deductible and the London Board of Education \$100,000 deductible).

The reciprocal exchange, self-insured program offered through OSBIE has provided tremendous stability to the premiums school boards pay, although the five year commitment prohibits market testing. Throughout the five year contract, Boards are charged an annual premium. In addition, Boards contribute to a Capital Guarantee Fund designed to protect against catastrophic events or unexpected claims experience. As well, the self-insured nature of the program required Boards to contribute towards a \$3.5 million dollar retro-assessment for 1994 in 1995. This type of unexpected assessment can prove to be very costly as the Hamilton Board's share of OSBIE's unfunded liability was \$101,000 (see Appendix B).

At this time the Board is able to secure the best available insurance policy coverage through the utilization of both available markets. In addition, the Dalton Insurance Company will be piloting for the Hamilton Board a project whereby all requested certificates of insurance on behalf of service agents or contractors who are engaged by the Board will have their policy requirement and conditions reviewed prior to the commencement of any work. As well they will be establishing computerized links with the Board in order to expedite date and communication exchanges.

When insurance is in place the tendency is to ignore the problem itself, after all, it's covered by insurance. Insurance is one form of providing effective risk management within the Board although it should be viewed as the last resort. The certificate of insurance pilot project is yet another way of attempting to minimize risk exposure to the Board by utilizing the professional services of the insurance industry in order to ensure that all policies of service providers or contractors for the Board are current, maintain adequate limits as well as contain clauses that name the Board as additional insured.

Throughout 1997, greater risk management awareness programs combined with regular risk centered activities will be aggressively pursued. An outline of risk management initiatives can be found in Appendix D. Through an effective risk management program, claims could be minimized. As claim payouts are reduced, the Board's claim experience ratios would improve which would result in less upward pressure placed on insurance premiums.



Insurance Program 1997

Advantages of a Reciprocal

- owned, controlled, and operated by 145 school boards allowing for personalized coverages designed especially for school boards (accident statistics, liability inspection reports)
- no profit margin is included in premium; administrative costs under 10%
- reduced premiums or risk management rebates if there is a surplus
- asset distribution on a pro-rated basis to members if Reciprocal is eliminated
- newsletters, videos, and bulletins on risk management issues provided regularly
- engineering services available at no cost to review construction plans, sprinkler drawings, site inspections and fire protection programs included with Property Insurance Program
- annual Risk Management Conference

Advantages of a Private Insurer

- flexibility of service: allowing a guaranteed property rate for 3 years
- stability: coverage underwritten by insurers with a proven track record and financially secure
- premium amount is fixed for the term of the insurance contract, no retro-assessments
- annual renewal of the insurance contract – no long-term contractual commitments
- risk management services available at no cost

Efficiency services offered to the Board by Private Insurer

- engineering services as mentioned above to review plans and building programs
- set up and maintain the Certificates of Insurance thereby greatly improving the deferment of property loss to contractor's policy

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
SUMMARY OF INSURANCE POLICY PREMIUMS 1994, 1995, 1996, 1997

POLICY	1994 PREMIUM	1995 PREMIUM	1996 PREMIUM	1997 PREMIUMS		Difference	OSBIE Limits & Deductibles	DALTON Limits & Deductibles
				Deductibles	OSBIE			
LIABILITY INSURANCE								
Liability								
Retro Assessment:								
Capital Guarantee Fund Contribution	208,729.00	287,239.00	311,422.00	Nil	280,509.00	Unable to quote	15 million limit \$100,000 Legal Expense \$250 deductible for auto shop incident databank resources property liability inspections	N/A
Totals	208,729.00	287,239.00	311,422.00		36,711.00			
					317,220.00			
AUTOMOBILE								
Capital Premium	15,304.00	16,785.00	14,952.00	\$300	15,978.00	18,198.00	15 million limit O.E.F. #20 - Loss of Use - extra premium required O.E.F. #43-Original purchase price guaranteed extra req'd	12 million limit #20 - Permission to rent or lease included #43 no deduction for depreciation included.
Capital Guarantee Fund Contribution	nil	nil	nil		1,523.00	nil		
Total	15,304.00	16,785.00	14,952.00		17,501.00	18,198.00		
AVIATION AND TRAVEL								
Premium	594.00	612.00	612.00	Nil	630.00	No quote	\$1,000,000 million limit Medical, weekly indemnity and \$100,000 accidental death for 19 trustees & 15 SEAC members	N/A
PROPERTY								
Premium	173,954.00	199,250.00	207,461.00	\$25,000	281,300.00	280,086.00	coverage includes earthquake property of employees and students if Board has requested	earthquake excluded personal effects excluded
Capital Guarantee Fund Contribution	nil	nil	nil		17,889.00	0.00		
Less: Claims Experience Credit	25,760.00	nil	nil		0.00	0.00		
Total	148,194.00	199,250.00	207,461.00		279,189.00	280,086.00		19,103
CRIME								
Premium	6,963.00	6,963.00	6,963.00	\$500 for OSBIE Nil for Dalton	3,887.00	6,963.00	\$500,000 limit on employee dishonesty \$500 deductible	\$1 million dishonesty limit no deductible
Capital Guarantee Fund Contribution	nil	nil	nil		261.00	0.00		
Total	6,963.00	6,963.00	6,963.00		4,128.00	6,963.00		2,835
DATA PROCESSING								
Premium	1,153.00	1,153.00	1,159.00	N/A \$1,000 Dalton	Included in Property Policy	1,159.00	Media sub-limit of \$100,000 Property deductible applies	Media limit of \$150,000 \$1,000 deductible
BOILER AND MACHINERY								
Premium	12,234.00	13,875.00	15,263.00	\$5,000	17,354.00	16,331.00	No sub-limits on: loss from spoilage expediting expenses water & ammonia damage	No sub limit on spoilage or expediting expenses water & ammonia sub limit of \$100,000
Capital Guarantee Fund Contribution	nil	nil	nil		1,205.00	0.00		
Total	12,234.00	13,875.00	15,263.00		18,559.00	16,331.00		-2,228
TOTALS	393,171.00	651,150.00	587,981.00	Sub-Total all coverages	637,227	302,737		
				Total-less liability & trustee	319,377	302,737		-16,640

FIVE YEAR HISTORY OF INSURANCE REPORTED CLAIMS

1992	G.P. Vanier - break in to Technical Shop	12,632.43	
	Hill Park - break in to Electrical Shop	10,081.80	
	King George - flood due to burst pipe	13,774.14	
	Sanford Ave. - lightning damage	30,932.41	
	Total 1992	\$67,420.78	
1993	Ed Centre - computer stolen	6,406.74	
	Ed Centre - 2 computers stolen	10,066.61	
	Linden Park -break in to office-computer stolen	5,848.24	
	Memorial-break in to office-computer stolen	5,692.79	
	Thornbrae - flood due to water main breaking under cl	30,926.04	
	Total 1993	\$58,940.42	
1994	G.P. Vanier-computers, AV equipmt. stolen	50,840.58	
	G.P. Vanier-computer stolen	13,185.25	
	G.P. Vanier-computer stolen	5,567.12	
	Lisgar-Fire in Library	228,423.04	
	Huntington Park-fire in classroom	37,531.92	
	Huntington Park-fire in classroom	51,637.37	
	Total 1994	\$387,185.28	
1995	Centennial - flood broken pipe	12,055.74	
	Hill Park - fire in staff room	42,038.58	
	Mountview - fire in classrooms	65,425.03	
	Sir Allan MacNab-theft of computers	13,062.33	
	Sir W. Churchill - break-in & theft	24,173.30	
	Various - "Opal " flood - approx.	54,000.00	<i>Estimated</i>
	Westview - break and enter - vandalism	24,243.57	
	Total 1995	\$234,998.55	
1996	Cardinal Heights-Fire of June 30/96	65,000.00	<i>Estimated</i>
	King George-break & enter	15,000.00	<i>Estimated</i>
	Lake Ave. - fire-Jan.14/96	850,000.00	<i>Estimated</i>
	Prince of Wales-Fire of Feb. 12/96	18,400.00	<i>Estimated</i>
	Westdale - flood	50,000.00	<i>Estimated</i>
	Total 1996	\$998,400.00	

APPENDIX D

Risk Management Initiatives

- trespass letters now issued by the school on the first offense allowing an immediate response to the offender
- prequalifying snow removal contractors for insurance purposes to limit the Board's liability
- security monitoring upgrading of school sites to safeguard schools and potentially limit insurance claims
- student accident brochures mailed directly to the home to maximize the exposure of insurance information
- implementation of a risk management newsletter to assist the schools in identifying risks (see Appendix D1 & D2)
- upgrading risk management knowledge and skills through a program offered at University of Toronto
- site inspections and risk assessment reviews conducted by both OSBIE and Dalton Insurance
- system inservice to increase awareness
- PROF's bulletins

A Publication From the PROPERTY, AUDIT & ASSESSMENT DEPARTMENT
 of

FALL 1996

- FINANCIAL SERVICES -

ISS 2

Welcome to the second issue of the information newsletter designed to assist you in identifying risks in an educational setting.

Any questions or suggestions?--please call either Daryl Sage, Ext. 2461 or Diane Knight, Ext. 2209.

???? Did You Know ?????

Volunteer Drivers

... that questions have arisen in regard to parent volunteers driving students in privately owned vehicles. We hope you will share the following information with parents by including it in your school newsletter:

"The Board requires all volunteer drivers, who may on occasion use their automobiles to transport students, to be 18 years of age or older with a minimum of \$1 million automobile insurance coverage. Should an accident occur, the insurance on the vehicle must, by law, respond first. The Board has liability insurance coverage to protect volunteers against losses arising from bodily injury to passengers and third parties, and for damage to property caused while a privately owned vehicle of a volunteer is being driven on Board business. This excess insurance coverage commences after the owner's policy limit has been reached and is up to a limit of \$12,000,000."

Parent Volunteers in Schools

... we have also been asked questions in regard to coverage for parents who volunteer their services in the school.

The Board's liability insurer adequately protects the volunteer working within the scope of their duties for the Board in any school activity that is Board-authorized and supervised.

The Board's policy protects the volunteer against law suits arising out of personal injury or property damage suffered by any third party who alleges negligence on the part of the volunteer.

Accident Insurance and Workers' Compensation Board coverage are not available to Board volunteers.

Playground Accidents....

... that 48% of the accidents reported in schools across the Province occur on school yards?

... that drawstrings, scarves, hoods, and loose clothing can all pose a hazard to children when playing. Ropes and skipping ropes attached to slides and swings have also resulted in fatalities on the playground.

Teachers might consider reminding parents of the risks whenever they identify clothing on children which may present a potential hazard.

Slip and Fall Season is Approaching!!!

... that our accident database records 3,633 slip and fall incidents on Board property to students and members of the public -- 650 of those incidents involved icy surfaces.

... that payment made in regard to one slip and fall on ice on Board property resulted in a claim against the Board in excess of \$100,000.

... that Under the "Occupier's Liability Act", the occupier owes a duty of care to everyone entering their premises to do what is reasonable to see that each person is reasonably safe while on the premises.

... that the recently initiated process of prequalifying snow removal contractors could help minimize the school's exposure to liability should an accident occur.



BE NICE -- CLEAR THE ICE!

Insurance Available for Property on Loan

... that property brought in for a temporary period of time on loan, approval, consignment, or rental to schools is covered by Board insurance. Merchandise brought in from retail stores for use in school fashion shows is an example of 'temporary' goods. Coverage for goods brought in on a temporary basis exists if this office has been informed in advance and makes a record of property to be insured along with estimated values.

Video Tapes Available

... copies of the the following risk management video tapes are available for loan:

"Examinations for Discovery"

"The Litigation Process"

"Directors & Trustees Liability"

"Parent Councils-Liability"

"Crime Prevention Strategies--
Student Crime Stoppers"

*Please contact either the Mountain
or Lower City Area Office should you
wish to obtain a copy for viewing.*

Risk Management Calendars

... copies of the Ontario School Boards' Insurance Exchange's 4th Risk Management Calendar have been mailed to your school. The calendar has an abundance of information and tips on ways to prevent accidental loss.

!!! Risk Management... the responsibility of all levels of a school board!!!

June 1996

Issue 1

.... INFORMATION YOU MAY FIND OF INTEREST

Life is full of risks each day. Crossing the road or playing hockey -- both involve some element of risk. You are a risk manager when you cross the street at the lights or wear protective equipment when playing sports.

The same principles can be applied to our school environment to minimize the loss of property and protect ourselves and others from injury.

This newsletter will be published periodically to assist you in identifying risks in an educational setting. If you have any questions and/or suggestions on items you would like to see appear in this newsletter, please contact either Daryl Sage, Ext. 2461 or Diane Knight, Ext. 2209.

Did You Know ??????????

Insurance Coverage for Students.....

. that the Board's liability insurance policy does *not* protect students except for those involved in co-op programs and student committees (ie. student councils).

. students, who are injured or suffer a loss, must therefore launch a successful lawsuit or claim against the Board if they are seeking damages.

. that we currently have a database of over 20,000 student accidents available for your queries.

. that under the Education Act, the Board is required to make available voluntary student accident insurance information to students. If a student elects to take the coverage, it must be purchased directly from the insurance company.

. that the policies of various student accident insurers are compared every two years to determine the best coverage. The carrier for this term is **Reliable Life Insurance**. Premiums range from \$2.00 to \$23.50 per year.

. that Reliable Life offers a plan which covers all accidents, 24 hours per day, every day during the policy term. This may be useful to students employed for the summer.

. that application forms are available by calling Reliable Life, 523-5587, for enrollment at any time at full premium. The policy term expires September 30th of each year.

. that Reliable Life provides basic student accident insurance coverage for one day, supervised school trips. Coverage includes travel directly to and from the program and the home or school. This automatic coverage applies only to school trips that do not include any sports or athletic activity.

. that this "automatic coverage" is extended by **Reliable Life Insurance** to all students of the Board at no cost to either the Board or to the parents.

New Procedure for Distribution

To minimize the work load at the schools while maximizing the exposure of accident insurance information, an agreement has been reached with Reliable Life. Effective September 1996, on a trial basis, accident insurance brochures will be mailed directly to the student's home--at no cost to the Board.

Transporting Toddlers....

Drivers volunteering to transport Junior Kindergarten students on trips take note.... Transport Canada advises that toddlers weighing between 9 and 22 kg. (20-48 lbs.) are required to be carried in an approved child car seat--except--if the driver is *not the parent or legal guardian of the child*, the vehicle seat belt may be used for young passengers in this weight group.

Certificates of Insurance...

Many times mall owners and others request that they be added as an Additional Insured on the Board's liability policy. These institutions are looking to be protected for liability arising out of the use of their premises for school activities by the Board. There is no problem in extending this coverage. Please contact this department and we will arrange for a Certificate of Insurance to be issued. *N.B. A reciprocal arrangement must be met when requests are made to enter and use Board property or premises.*

Board Computers Used at Home....

It is recommended that employees who plan on using Board-owned computers at their homes for the summer months contact their home insurer to ensure if coverage applies under their home owner's policy. The terms of insurance dictate that an insurer must be informed if there is any change to the original contract of insurance. Your insurer will determine whether an additional premium will be charged. An Equipment Loan form, HBE 3102, available at the school should be completed.

TO: The Chairman and Members
Operations and Finance Committee
Hamilton Board of Education
1996 12 10

PREPARED BY: Rick Binns, Superintendent of Human Resources Services

REPORT: *Policy for Educational Exchanges and Student Recruitment*

BACKGROUND

That the report from the Officials on International Education be received for information and the following motion approved:

- (a) That a policy and procedures regarding visa students be brought to the Operations and Finance Committee by December, 1996.
(re: October 23/96 International Education Report)

ISSUE

To outline the broad options available to the Hamilton Board of Education regarding Educational Exchange and Student Recruitment and to establish a policy regarding International Education.
(Appendix A)

RECOMMENDATION

1. That a policy of recruiting international students for enrolment in our schools be adopted.
2. That implementation of the student recruitment policy occur through contracting with one Canadian recruitment agency.

RATIONALE

There is substantial potential to market Hamilton as a leading centre of educational excellence which could serve international students world wide. Mohawk College and McMaster University are both participating in recruitment activities and as a team, we are seen overseas as a very desirable destination for serious students. This is a viable alternative toward generating revenues at a time when our grant monies are being depleted.

International Students

Policy

It is the policy of the Hamilton Board of Education to participate in international cooperative activities for the purpose of Educational Exchanges and Student Recruitment.

1. Educational Exchanges (Cross Cultural Awareness and National Awareness)

This purpose is to encourage both student and staff cooperative exchanges for specified terms (1 - 2 weeks up to 1 - 2 years) to address the need for international cooperation to respond to global problems and challenges. This is an effort to reach out, share each other's cultural and educational situations, achieve greater understandings, and discuss the effect of social, political, and technological changes related to teaching and learning. These exchanges could also serve to prepare some of our students to participate in the international markets of the world. The types of exchanges envisioned could be:

- (a) 2 - 3 weeks (e.g. Northamptonshire exchange, China trips)
- (b) 1 - 2 semesters (unexplored except through 4/5 experiences)
- (c) 1 - 2 school years (e.g. Agreements with Australia, New Zealand, Great Britain, DND)

2. Student Recruitment

The Hamilton Board already provides excellent service to international students who arrive as landed immigrants. This service is being extended to include students who upon application from foreign countries are able to meet the following criteria:

- (a) they are current students with successful standings in their home countries
- (b) they have the financial resources and social maturity to complete their planned period of study in Hamilton
- (c) they are able to secure the appropriate immigration authorization (visa).

Leadership

If the board endorses this mandate towards revenue generation and marketing our services, this area should become a major or minor portfolio of a superintendency. Whereas school administrators, student services and ESL personnel can conduct much processing work, some central coordination is required and individual schools must reap some financial rewards towards upgrading language laboratories, developing ESL curriculum purchasing ESL materials, etc. An advisory committee composed of representatives from trustees, principals, ESL staff, student services staff, housing, adult and continuing education and senior management should be established.

Options - International Student Recruitment

The Hamilton Board of Education has at least 3 options to recruit international students.

1. International Education Office

- This option requires the setting up of a small department of International Education with a secretary, administrator, major part of a senior official's responsibility and a homestay coordinator. This department would administer the board's policy, prepare reports to the board, actively recruit students overseas and liaise with various overseas Ministries of education, overseas agents, governmental officials, immigration departments, immigration lawyers, etc.
- In this model, a substantial budget would be established, tuition fees set, recruitment projections made and revenues generated to offset expenses.
- This option requires the establishment of a small portfolio of 1 Superintendent and the outsourcing of all or most recruitment activities.

2. Contracting With 1 Canadian Agency

In this case, specifications are drawn up to virtually outsource all activities regarding recruitment with a minimum of in-house work. Thus all preparatory promotional materials (pamphlets, videos, accommodation information) are prepared by the agency. Also overseas recruitment activities (e.g. Educational Fairs, visitations, etc.) would become the responsibility of the agency. This agency would recruit in all overseas countries – overhead costs could be substantial and the school board profit could be less.

3. Contracting With Different Country Agencies

In this case, agents are chosen to represent the Hamilton Board in each country selected for recruitment. This requires more work on behalf of the board personnel and a budget to assist with promotional materials. However the cost of promotional activities would not be so great as anticipated in #1 (above).

Operating Procedures

If the Board endorses the concept of International Education and approves one of the options (Nos. 1, 2, or 3) above, then it will be feasible for management to develop specific operating procedures and bring these to the Board.

Costing Estimates

1. International Education Office - 1997 Fiscal Year (Estimate)

A. Recruitment Trip #1 (e.g. Singapore, Malaysia, Thailand, Indonesia)		
Flights, hotels, food, etc. - \$ 5000 x 2 people =	\$10000	
Registration Fees, Interpreters, Ads, A/V, Space =	12000	
Advertising (Brochures, Posters, Video, Slides) =	10000	
		32000
B. Asia Pacific Foundation - C.E.C. Subscription (April '97 to March '98)		
		7500
C. Recruitment Trip #2 (e.g. China, Hong Kong, Taiwan, Korea)		
Flights, hotels, food, etc. - \$7000 x 2 people =	\$14000	
Registration Fees, Interpreters, Ads, A/V, Space =	10000	
Advertising (Brochures, Posters, Video, Slides) =	8000	
		32000
D. Administrative Costs		
Meetings, legal, political visitations, presentations		5000
	1997 Total	\$76500

2. Contracting With 1 Canadian Agency - 1997 Fiscal Year (Estimate)

A. Asia Pacific Foundation		
- C.E.C. Subscription (April '97 to March '98)		\$7500
B. Administrative Costs		
Promotional materials, meetings, legal, presentations		\$10,000
	1997 Total	\$17,500

3. Contracting With Different Country Agencies - 1997 Fiscal Year (Estimate)

A. Asia Pacific Foundation		
- C.E.C. Subscription (April '97 to March '98)		\$7500
B. Administrative Costs		
Promotional materials, meetings, legal, presentations		\$22,800
		\$29,500

International Education Programs

A. SUMMER PROGRAMS**\$1050.00 PER CREDIT COURSE***English as a Second Language (5 weeks +)Core Subject Courses (5 weeks)

English, Mathematics, Science, History, Geography, Biology, Chemistry, Physics, etc.

B. THREE MONTH PROGRAMS (2 WEEKS TO 12 WEEKS)**\$210.00 PER WEEK***

(non-credit diploma granting courses)

English as a Second Language

Business English

Business Awareness Program

Canadian Cultural Context Program

C. 1 YEAR + PROGRAMS (2 SEMESTERS)**\$8000.00 + PER 10 MONTHS***

- Aimed at Grade 10 → O.A.C.
- Prefer Senior Secondary School graduates but will accept students as young as 14 yrs. following completion of junior high school.

*Whereas these current fees have been sufficient to enter this market, our administrative costs in using agents to recruit students will necessitate an increase. It is expected that a new fee schedule will be drawn up shortly.

1. Introduction

The purpose of this study is to investigate the effects of the proposed system on the performance of the system. The study is divided into two main parts: a theoretical analysis and an experimental evaluation. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments.

The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments.

2. Theoretical Analysis

The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments.

The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments.

The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments.

The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments. The theoretical analysis is based on the principles of the system and the experimental evaluation is based on the results of the experiments.

Excerpt from the November Report of the Operations and Finance Committee

10. That the following Report of the Transportation Committee be approved:

(iii) a. That, effective 1996 07 01, responsibility for student transportation be assigned to the Property, Assessment and Audit Department through the re-alignment of duties among existing full-time equivalent positions, and

Clause b. added at the Operations and Finance Committee:

b. That the revised Position Description Questionnaires salaries be brought back to the Committee

Clauses 10. (iii) a. adopted at the November Board.

Clause 10. (iii) b. referred back to the Operations and Finance Committee.

**REPORT OF THE
TRUSTEE COMMUNICATIONS COMMITTEE**

Present: Trustees Johnston (Chairman Pro Tem), Patenaude and Rogers.

Also

Present: Trustee Mulholland.

Official

Present: P. Gillie (Superintendent - Administrative and Operational Services)

The Committee recommends:

GENERAL

1. That the Ontario Public School Board's Association video – "What did you learn in school today" be placed in the Dr. H. Paikin Library and that school councils be made aware of, possibly through the PROFs, and encouraged to view this video.
2. That the trustees' inclusion in the system distribution of all PROFs information be approved, in principle, and that this issue be referred to the officials for consideration and review.
3. That, in order to widen the scope for information gathering, the term "electronic" be deleted from the Board-approved 1996 mandate of the Trustee Communications Committee.
4. That a 5-minute update be allotted under "Communications" at the regular Board meeting for trustees to report on various activities they have participated in for the benefit of the Board.

Respectfully submitted

Committee Room
1996 11 12

J. JOHNSTON
Chairman Pro Tem

REPORT OF THE
TRUSTEES' COMMITTEE

Report of the Trustees' Committee on the Financial and General Affairs of the Corporation

Presented to the Board of Directors

At a meeting of the Board of Directors held on the 15th day of December, 1905

The Committee on Finance

GENERAL

1. That the Committee on Finance has the honor to acknowledge the receipt of the report of the Committee on the part of the Corporation, and to state that the same has been read and approved by the Committee.

2. That the Committee on Finance has the honor to acknowledge the receipt of the report of the Committee on the part of the Corporation, and to state that the same has been read and approved by the Committee.

3. That the Committee on Finance has the honor to acknowledge the receipt of the report of the Committee on the part of the Corporation, and to state that the same has been read and approved by the Committee.

4. That the Committee on Finance has the honor to acknowledge the receipt of the report of the Committee on the part of the Corporation, and to state that the same has been read and approved by the Committee.

Respectfully submitted,

J. H. WILSON
Chairman of the Committee

Committee on Finance
1905-1906

REPORT OF THE POLICY REVIEW COMMITTEE

Present: Trustees Bishop (Chairman), Hicks, Mulholland, Orban and Patenaude.

Official Present: D. W. Goodridge, Director of Education and Secretary

Re: CHANGES TO OUR SCHOOL CONSOLIDATION POLICY

GENERAL

Background

Our previous policy, completed in 1986, was designed for the days when schools were being closed because of declining student enrolment. In the 1990's, the issues involved in the closure and consolidation of schools are more complex. Of late, the policy has been found difficult to administer.

The Policy Review Committee has met and deliberated over this issue for the course of 6 meetings.

Issue:

To update our school closure and consolidation policy.

The Committee recommends:

1. **That the attached Policy Statement and Operating Procedure for School Closures be approved.**
2. **That this Policy be reviewed in 2000.**

Rationale:

The previous policy (see attached - Appendix A) was difficult to use because it incorporated rigid timelines. The timelines in this new policy will be determined by the Board for each recommended school closure and/or consolidation.

There is a continued need to communicate and consult with our parents and community about possible school changes.

The former policy was sometimes difficult to interpret.

The closure of one school impacts on other schools. The new policy acknowledges this by representing all those affected by the process on the School Review Committee.

As well as acknowledging issues involving declining enrolment the policy recognizes three additional reasons for considering closure of a school: program viability, structural condition and consolidation of programs.

Respectfully submitted

1996 11 25
Committee Room

JUDITH BISHOP
Chairman

CATEGORY**SCHOOL CLOSURES**

#

POLICY

It is the policy of the Board of Education for the City of Hamilton to determine the continuance or discontinuance of the operation of an elementary and/or secondary school(s) that are identified by one or more of the following broad areas:

1. Low Occupancy - the enrolment of a school has fallen below 60% of the Ministry of Education and Training's operating capacity.
2. Program Viability - declining enrolment is jeopardizing the school's ability to meet the program needs of its students.
3. Structural Condition - economic factors require a study of the school's long-term operation (e.g. fire safety requirements, mechanical condition, absence of program facilities, etc.)
4. Consolidation of Programs - a proposal to reduce the number of schools operated by the Board has been received.

AUTHORITY

- Board Policy - 1996 12 [pending]

RESPONSIBILITIES

Director of Education and Secretary

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

SCHOOL CLOSURES

PROCEDURES

1. The Director of Education shall report to the Board annually on enrolment trends and accommodation and program needs for all levels of education in the system.

2. Where a report is received that contains proposals for action, the Board shall

(a) ensure that an appropriate process of communication and community involvement has taken place before acting on the proposals,

(b) approve the timelines for the recommendations and the process for public response/input.

3. Based on the recommendations presented, it is the responsibility of the Superintendent of Schools to call a public meeting for the purpose of:

(i) presenting the salient data on which the proposal to identify the school for study for closure was made,

(ii) providing the opportunity for discussion,

(iii) selecting the parent and community representatives to serve on the School Review Committee.

4. The School Review Committee shall be established as follows:

(a) Membership

Trustee(s) representative(s) from the schools affected by the proposed recommendations

1 community representative from the schools affected by the proposed recommendations

1 parent from each school affected by the proposed recommendations

1 principal from each school affected by the proposed recommendations

The President(s) of the Student Council or designate from any secondary school(s) affected by the proposed recommendations

(b) Terms of Reference

(i) To ensure that all possible options for solution of the difficulty have been considered.

(ii) To involve parents and the community in the review process and to receive the community's response to the committee's deliberations.

(iii) To report to the Board on its deliberations, observations and recommendations.

CONSOLIDATION OF SCHOOL ACCOMMODATION

- **ELEMENTARY SCHOOLS**
- **SECONDARY SCHOOLS**

February, 1986
Emc

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON CONSOLIDATION OF SCHOOL ACCOMMODATION ELEMENTARY PANEL

Stage I—Identification and Confirmation

1. By December of each year, the Director of Education shall report to the Board on enrolment trends and accommodation needs for all levels of education in the system indicating those schools to be identified for further study for closure.

2. The Director's planning report will include the identification of schools which conform to the following criteria for educational viability:

- JK-5 schools of 200 pupils, or fewer (with at least 150 in the grades)
 - JK-6 schools of 200 pupils, or fewer (with at least 165 in the grades)
 - 6 / 7 / 8 schools of 250 pupils, or fewer
- and that JK-8 schools, for purposes of this report, be considered as two schools occupying one building and that the guidelines above be applied for each part (i.e. JK-5, 6-8).

3. The Director's Accommodation Committee will approach the Community Services Branch of the Hamilton-Wentworth Regional Police Department for input and advice regarding student traffic safety.

4. The Director's Accommodation Committee will approach the Planning and Development Department of the Regional Municipality of Hamilton-Wentworth for input and advice regarding residential construction, future plans for neighbourhoods, etc.

5. On the approval of the Director's recommendations, as presented or amended by the Board, the Principal of the school concerned, under the direction of the Assistant Superintendent (Area) will immediately advise the community of the Board's action and arrange a public meeting under the Chairmanship of the Education Management Committee or a Trustee designated by the Chairman of the Education Management Committee.

The purpose of the meeting is to:

- (a) present to the meeting all of the salient data on which the proposal to identify the school for study for closure was made.
- (b) to provide those present at the meeting with the opportunity to discuss the identification proposal.
- (c) to establish a Review and Analysis Committee.

State II—Review and Analysis

1. A committee composed of one principal, three parents in the school, three residents of the school's attendance area who do not have children in the school (public school supporters), two trustees, two administrative staff and additional resource personnel as required to be established.

2. Administration personnel representatives on Review and Analysis Committees are resource people. All other members have full voting privileges.

3. The Review and Analysis Committee will be provided with the following:

- (a) Operating cost of school considered for closure
- (b) Policy on busing
- (c) Classroom structure
- (d) Floor Plan—of school to be closed
—of alternate schools
- (e) Enrolment by grades
- (f) Map of area
- (g) Estimated numbers of children beyond one mile.
- (h) Problems with physical plant
- (i) Activities in school after hours.
- (j) Bibliography of articles on school closures
- (k) Staffing formula
- (l) Copies of relevant policies.

4. The Review and Analysis Committee will consider the following:

(a) the advantages/disadvantages of the educational programme experience of the students in the school.

(b) the social influences on the community of the existing school.

(c) The enrolment and population statistics, including future developments or redevelopment both within the community and for adjacent attendance areas.

(d) the statement concerning the school facility in terms of the relationship of space used and not used for academic purposes and the state of repair of the building.

(e) system statistics regarding enrolment, instructional cost maintenance and operation costs.

(f) requirements for Special Education within the Family.

(g) identification of potential student spaces in adjacent schools taking into consideration distances, traffic configuration, busing, lunchroom facilities

- (h) staff relocation implications.
- (i) any additional pertinent information related to a specific school.
- (j) specific budget implications on program requirements due to enrolment.
- (k) year level organization (triple and double gradings).
- (l) opportunities for alternative compatible use of facilities.
- (m) additional resources that may have to be provided beyond that which would be normally provided.
- (n) staffing implications due to specific school enrolments.
- (o) specific staffing requirements that cannot be met through regular allocations.

The Review and Analysis Committee will have freedom of access to all relevant data, and staff support in the preparation of the report.

The report will normally be compiled during the January to May period for presentation to the Education Management Committee in June for receipt and referral to administration for study.

Stage III—Study of Alternative Recommendations

1. The administration will study the report of the Review and Analysis Committee and the Director will forward specific recommendations to the Education Management Committee for consideration during the month of September.
2. The Board will decide to accept / reject or adapt the recommendations of the Director at the October Board meeting.
3. If the decision of the Board is to not close the school, the school will continue to be subject to regular review.
4. This decision will be communicated to the community through the Assistant Superintendent (Area).

Stage IV—Implementation

1. The administration will convene meetings with parents, students and staff to provide an appropriate orientation programme for all affected by the Board's decision.
2. The administration will implement the decision for closure effective June 30th.

CONSOLIDATION OF SCHOOL ACCOMMODATION SECONDARY SCHOOLS

Approved: 1980 09 09

Stage 1 - Identification and Confirmation

1. By December of each year, the Director of Education shall report to the Board on enrolment trends and accommodation needs for all levels of education in the system indicating those schools to be identified for further study for closure.
2. The Director's planning report will include the identification of schools which appear to be no longer educationally viable or where special circumstances so warrant (e.g. age, size, other available facilities in the area under study, etc.).
3. On the approval of the Director's recommendations, as presented or amended by the Board, the Principal of the school concerned, under the direction of the Area Superintendent, will immediately advise the community of the Board's action and arrange a public meeting under the chairmanship of the Chairman of the Education Committee or a Trustee designated by the Chairman of the Education Management Committee.

The purpose of the meeting is to:

- (a) present to the meeting all of the salient data on which the proposal to identify the school for study for closure was made,
- (b) to provide those present at the meeting with the opportunity to discuss the identification proposal, and
- (c) to establish a Review and Analysis Committee.

STAGE II - REVIEW AND ANALYSIS

1. A committee comprised of one principal, one teacher, three parents of students in the school, three residents of the school's attendance area who do not have children in the school, two trustees from the ward(s), two administrative staff, two senior students and additional resource personnel as required to be established.
2. The Review and Analysis Committee will consider the following as applicable:
 - (a) the advantages/disadvantages of the educational program experience of the students in the school.
 - (b) the social influences on the community of the existing school.
 - (c) the enrolment and population statistics, including future developments or redevelopment both within the community and for adjacent attendance areas.

- (d) the statement concerning the school facility in terms of the relationship of space used and not used for academic purposes and the state of repair of the building.
- (e) system statistics regarding enrolment, instructional costs, maintenance and operations costs.
- (f) requirements for Special Education with the Family.
- (g) identification of potential student spaces in adjacent schools taking into consideration distances, traffic configuration, busing, cafeteria facilities.
- (h) staff relocation implications.
- (i) any additional pertinent information related to a specific school.
- (j) specific budget implications and program requirements due to enrolment.
- (k) combining options in different grades (i.e. stacking).
- (l) opportunities for alternative compatible use of facilities.
- (m) additional resources that may have to be provided beyond that which would be normally provided.
- (n) staffing implications due to specific school enrolments.
- (o) specific staffing requirements that cannot be met through regular allocations.

The Review and Analysis Committee will have freedom of access to all relevant data and staff support in the preparation of the report.

The report will normally be compiled during the January to May period for presentation to the Education Management Committee in June for receipt and referral to administration to study.

Stage III - Study of Alternative Recommendations

1. The administration will study the report of the Review and Analysis Committee, and the Director will forward specific recommendations to the Education Management Committee for consideration during the month of September.
2. The Board will decide to accept, reject or adapt the recommendations of the Director at the October Board meeting.

3. If the decision of the Board is not to close the school, the school will continue to be subject to regular review.
4. This decision will be communicated to the community through the Area Superintendent.

Stage IV - Implementation

1. The administration will convene meetings with parents, students and staff to provide an appropriate orientation program for all affected by the Board's decision.
2. The administration will implement the decision for closure, effective June 30th.

Vocational Secondary Schools

- (i) Director's recommendation to study for consolidation in October/November.
- (ii) Public presentation will be invited at an open meeting in January.
- (iii) Board Decision in February -- for implementation in September of the following year.

To the Chairman and Members,
Operations and Finance Committee
Hamilton Board of Education

Ladies and Gentlemen:

I have the honour to present the following recommendations for your approval:

ELEMENTARY/SECONDARY

(a) That the following trip requests be approved:

- i. Burkholder, Grades 6 to 8 ["Le Camaval de Bonhomme" Trip, Quebec City], 1997 02 05-08 (Wednesday to Saturday).
- ii. Dalewood, Grade 7 [YMCA Camp Wanakita, Haliburton, Ont.], 1997 01 07-10 (Tuesday to Friday).
- iii. Highview, Grade 7 [Camp Kinark, Minden, Ont.], 1997 02 25-28 (Tuesday to Friday).
- iv. Highview, Grade 6 [Camp Wanakita, Haliburton, Ont.], 1997 05 26-28 (Monday to Wednesday).
- v. Lake Avenue, Grades 6 to 8 [Camp Wanakita, Haliburton, Ont.], 1997 01 12-15 (Sunday to Wednesday).
- vi. Norwood Park, Grades 7 to 8 [St. Donat, Quebec], 1997 01 04-07 (Saturday to Tuesday).
- vii. Delta, Grades 9 to OAC [Ski Trip, Blue Mountain], 1997 01 27 (Monday).
- viii. Glendale, Grades 9 to OAC [Ski Trip, Ellicottville, New York], 1997 01 27-28 (Monday to Tuesday).
- ix. Glendale, Grades 9 to 10 [Basketball Tournament, Windsor], 1997 02 16-18 (Sunday to Tuesday).
- x. Glendale, Grades 9 to OAC [Music Performances, Cleveland, Ohio], 1997 05 15-17 (Thursday to Saturday).
- xi. Hill Park, Westdale, Westmount, Grades 9 to OAC [Ski Trip, Ellicottville, New York], 1997 01 28 (Tuesday), 1997 02 19 (Wednesday), 1997 03 05 (Wednesday), 1997 03 21 (Friday).
- xii. Hill Park, Grades 9 to OAC [Ski Trip, Talisman Ski Resort], 1997 02 28 (Friday).
- xiii. Sherwood, Grades 10 to OAC [Dog Sledding Expedition, South River, Ont.], 1997 01 24-26 (Friday to Sunday).
- xiv. Sir Allan Macnab, Grades 9 to 10 [Montreal Trip], 1997 02 19-22 (Wednesday to Saturday).
- xv. Sir John A. Macdonald, Grades 9 to 12 [Ski Trip, Talisman Ski Resort], 1997 01 10 (Friday).
- xvi. Sir Winston Churchill, Grades 9 to OAC, [History Trip, Greece], 1997 03 06-16 (Thursday to Sunday).
- xvii. Westdale, Grade 10 [Camping Trip, Bruce National Park], 1997 05 28-30 (Wednesday to Friday).
- xviii. Westmount, Grades 9 to OAC, [Music Competition, Boston, Massachusetts], 1997 05 07 to 11 (Wednesday to Sunday).

Respectfully submitted,

D. W. Goodridge
Director of Education
and Secretary

The Committee and Members
On the 12th of January 1967, the Committee met in the afternoon at 2.15 p.m. and discussed the report of the Committee on the 11th of January 1967.

The Committee discussed the report of the Committee on the 11th of January 1967 and decided to recommend to the Council that the Committee should be asked to consider the following matters:

1. The Committee should be asked to consider the following matters:

(a) The Committee should be asked to consider the following matters:

(b) The Committee should be asked to consider the following matters:

(c) The Committee should be asked to consider the following matters:

(d) The Committee should be asked to consider the following matters:

(e) The Committee should be asked to consider the following matters:

(f) The Committee should be asked to consider the following matters:

(g) The Committee should be asked to consider the following matters:

(h) The Committee should be asked to consider the following matters:

(i) The Committee should be asked to consider the following matters:

(j) The Committee should be asked to consider the following matters:

(k) The Committee should be asked to consider the following matters:

(l) The Committee should be asked to consider the following matters:

(m) The Committee should be asked to consider the following matters:

(n) The Committee should be asked to consider the following matters:

(o) The Committee should be asked to consider the following matters:

(p) The Committee should be asked to consider the following matters:

(q) The Committee should be asked to consider the following matters:

(r) The Committee should be asked to consider the following matters:

(s) The Committee should be asked to consider the following matters:

(t) The Committee should be asked to consider the following matters:

(u) The Committee should be asked to consider the following matters:



 **ACCO USA**
WHEELING, ILLINOIS 60090

25971

0 50505 25971

BLACK/NOIR/NEGRO

MADE
IN
USA

HAMILTON PUBLIC LIBRARY



3 2022 21335978 5